FACULTY HANDBOOK

CENTENARY COLLEGE

CONTENTS — 1998-99

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SECTION 1. THE COLLEGE

Centenary College of Louisiana, established in 1825 in Jackson, Louisiana, is the oldest liberal arts college west of the Mississippi River. Since 1908, it has been located in Shreveport. Related to the United Methodist Church, Centenary has a cosmopolitan and ecumenical outlook that encourages intellectual freedom in both the faculty and student body.

Centenary College is accredited by the Southern Association of Colleges and Schools and is affiliated with the American Association of Colleges for Teacher Education. The Department of Chemistry is approved by the American Chemical Society, and the School of Music is accredited by the National Association of Schools of Music. The College is a member of the Association of American Colleges and Universities, the American Council on Education, the National Association of Independent Colleges and Universities, the National Association of Schools and Colleges of the United Methodist Church, the College Board, the Louisiana Association of Independent Colleges, the Conference of Louisiana Colleges and Universities, and its alumnae are approved for membership by the American Association of University Women. In addition, the College maintains membership in the Associated Colleges of the South and a variety of other organizations related to higher education. There is on campus an active chapter of the American Association of University Professors (AAUP).

Centenary offers four-year programs leading to the degrees of Bachelor of Arts, Bachelor of Science, and Bachelor of Music, as well as three graduate degrees: the Master of Business Administration, the Master of Education, and the Master of Science in Geology. In addition to Centenary's traditional pre-professional programs in dentistry, medicine, law, and theology, the College is planning for additional career-oriented programs. Three-two programs in liberal arts and engineering are in place with Columbia, Louisiana Tech, Texas A & M, Tulane, Washington, Case Western Reserve, and Southern Methodist Universities. A student exchange is maintained with Dillard University in New Orleans, along with overseas exchanges in Denmark, France, and Germany.

The College has an unusually beautiful campus on which landscaping follows the contours of the rolling land. The main buildings include totally air-conditioned structures, most of which have been built since 1948. Among the notable ones are the administration building, the domed physical education and athletic center, the Haynes Gymnasium, the Center for Extended Learning, and the Meadows Museum of Art. This latter facility houses the unique Despoujols collection of 360 works depicting the culture of French Indochina in the 1930s. It and the Turner Art Center, located across from the Meadows Museum, present a variety of traveling exhibits to both the public and the campus community. The Sam P. Peters Research Center and the Gladys Hurley Memorial Music Library are the newest buildings on the campus. The Student Union Building includes an attractive bookstore, facilities for student entertainment, offices for student government and student media, and a faculty lounge.

Centenary intends to utilize its resources in the pursuit of quality rather than numbers of graduates. Accordingly, growth beyond an enrollment of 1200 students is not projected. Although the majority of its students come from Louisiana, Arkansas, and Texas, in recent years 35 states and several foreign countries have been represented in the student body.

The faculty teaches small classes, and close student-teacher relationships are the norm. The full-time faculty numbers more than 70, of whom more than three-fourths hold earned doctorates; and their teaching is supplemented by that of a small part-time staff, many of whom come from the business and professional world and thereby enrich their teaching with examples of their practical experiences in the world of work. The Centenary faculty is close-knit, student-oriented, and professionally active.

Centenary seeks capable students, regardless of their economic status; and it administers over $3.3 million in scholarships, grants, loans, and work-study funds to some three fourths of its full-time students. After graduation, a large proportion of Centenary alumni attend graduate and professional schools by winning teaching and research assistantships, others by winning nationally-recognized awards from the National Science Foundation; the Rhodes Trust; the Woodrow Wilson, Danforth, Mellon, and Goldwater Foundations; the Fulbright-Hays and Rotary International programs; and other prominent sources.

Centenary is located in Northwest Louisiana, in an area known as the Ark-La-Tex. Already the hub of this tri-state region in agriculture, trade, and industry, the Shreveport area is also a major regional medical and biomedical research center, with the LSU Medical School, a Biomedical Research Institute, and a large number of hospitals and other health-related facilities that serve the region's population. Centenary has contributed heavily to the ranks of the professions in the Ark-La-Tex, particularly in medicine, the ministry, teaching, business, law, and geology-related activities. The faculty has long been an intellectual, cultural, professional, and religious resource for the community; and lectures, art exhibits, concerts by its famous choir, and a wide range of theatre productions make the College a focal point for the culture of the community.

SECTION 2. THE PURPOSE OF THE COLLEGE

Centenary is a selective liberal arts college offering undergraduate programs and limited number of graduate programs in the arts, humanities, natural sciences and social sciences, which strengthen the foundation for students' personal lives and career goals. Students and faculty work together to build a community focused on ethical and intellectual development, respect and concern for human and spiritual values, and the joy of creativity and discovery.

Consistent with its affiliation with the United Methodist Church, the College encourages a lifelong dedication not only to learning but also to serving others. It strives to overcome ignorance and intolerance; to examine ideas critically; to provide an understanding of the forces that have influenced the past, drive the present, and shape the future; and to cultivate integrity, intellectual and moral courage, responsibility, fairness, and compassion.

In pursuit of these ideals, the College challenges its students throughout their education to write and speak clearly; to read, listen, and think critically; to comprehend, interpret, and synthesize ideas; to analyze information qualitatively and quantitatively; to appreciate the diversity of human cultures; to respect the value of artistic expression; and to recognize the importance of a healthy mind and body and the interdependence of people and the environment.

Academic and co-curricular programs, as well as the example of those who teach and work at Centenary, support students in their development and encourage them to become leaders in the work place, the community, the nation, and the world at large.

SECTION 3. ACADEMIC FREEDOM

Centenary College has a strong tradition of intellectual freedom. It subscribes to the following view of the United Methodist Church: "Our role is not to suppress ideas, but to open channels of communication, so that people can come to know the thoughts of their neighbors, and so that the best thoughts of all men and women can come to be the possessions of everyone." (General Conference, 1952)

The College is committed to the 1940 AAUP Statement of Principles on Academic Freedom and Tenure (see Appendix A), which states, in part:

> a. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
>
> b. Teachers are entitled to full freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.
>
> c. College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

Centenary faculty should be cognizant of these principles, which emphasize both the freedom and responsibility of faculty members, both tenured and non-tenured, and incorporate them into their teaching.

SECTION 4. GOVERNMENT OF THE COLLEGE

With regard to the government of the College, Centenary subscribes to the 1966 Joint Statement on Government of Colleges and Universities, formulated by the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges (see Appendix B). Because of the interdependence of the varied and complex tasks performed by the Board of Trustees, the administration, the faculty, the student body, and others, communication and joint planning among these components of the College are of utmost importance. While, for practical reasons, the primary responsibility for acting in certain areas is divided among the various components, there should be the broadest exchange of information and participation among the Board of Trustees, the administration, and the faculty prior to making major changes in the following areas:

1. the size and composition of the student body;
2. the relative emphases given to various elements of the education program;
3. the selection of the President, the Vice Presidents, the Provost and deans.

Also, with due consideration to the principle of primary responsibility vested in the Board of Trustees, there should exist a continuing communication and participation among the Board, the administration, the faculty, and the student body (e.g. in matters relating to academic programs and student life) in the following areas:

1. the framing and execution of long-range plans;
2. the design, approval, and establishment of the structure and procedures for faculty participation in the governance of the College;
3. decisions regarding existing or prospective physical resources;
4. budgeting: both short- and long-range allocation of resources among competing demands;
5. the academic program, including curriculum, subject matter, methods of instruction, academic standards, and research;
6. faculty selection, status, development, promotion, tenure, and dismissal;
7. the quality of student life on campus.

SECTION 5. FACULTY ORGANIZATION

The faculty is organized under a constitution and a set of bylaws (Section 17), which formalize regular faculty meetings, academic departments and divisions, and a committee structure (see Section 6).

The faculty exercises its legislative function in meetings over which the President of the College presides or, at the President's request, by the Provost or another member of the faculty. Only members of the full-time faculty and certain other designated persons may vote. Parliamentary rules proceed under Roberts Rules of Order. The constitution defines "faculty," provides for a secretary to the faculty, defines areas of responsibility for the academic program of the College, and makes other such provisions as are necessary for faculty organization. The bylaws establish this handbook, provide for a handbook on committee structure, stipulate procedures for meetings, and detail the academic divisional structure of the College.

The faculty elects from its membership 1) the Chair of the Faculty Coordinating Committee, 2) the members of the Faculty Personnel and Economic Policy Committees, and 3) such other persons as might be needed to carry on the business of the faculty.

SECTION 6. COMMITTEE STRUCTURE

The committee structure of the faculty of Centenary College is designed to involve the entire college as a community of scholars in overseeing and planning curricula, programs of study, policies and standards, student activities, and related matters. This involvement is within the stipulations of the charter of Centenary College. The committees are advisory insofar as they make recommendations to the faculty and/or the administration of the College. The Chairs of the Faculty Coordinating, Economic Policy, Academic Policy, and Personnel Committees will comprise a panel which must convene an open meeting of the faculty during the Spring semester of each academic year.

Each committee is expected to have a secretary or recorder who will keep a records or minutes file and will circulate minutes to the committee through the committee chair and forward a copy of the minutes to the archivist in the library and the Faculty Coordinating Committee. In all cases, *ex officio* members of committees are non-voting. At the end of each academic year, each committee chair will deliver minutes of the committee's work and other relevant documents to the incoming chair. Items of a confidential nature will be filed in the Office of the Provost at the end of each academic year.

Those faculty members who serve on committees have a major responsibility to the College and the profession; while such service cannot replace classroom teaching as the primary function of a professor, it is important in the total program of an academic community.

ACADEMIC POLICY COMMITTEE

Purposes and Responsibilities

The Academic Policy Committee initiates and recommends to the Faculty policies concerning the undergraduate academic program of the College. Such policies include those involving curriculum, degree requirements, academic regulations and standards, student classification and class standing, student course load, honors in majors, new programs or degrees, first-year experience, summer school, distance learning, articulation agreements, and all other academic matters that are the responsibility of the Faculty and are not specifically delegated to the Course Review and Petitions Committee.

Composition of Committee

The committee is composed of three faculty members, one from each division appointed by the Faculty Coordinating Committee; three faculty members, one from each division, elected by the Faculty; three student representatives recommended by the SGA; and the following non-voting *ex officio:* The Provost; the Dean of Enrollment Management; the Registrar; and the Dean of Student Life. The committee chair will be elected from the Faculty members of the committee.

Procedural Rules

1) The Committee meets weekly at a regular hour, which should be published at the beginning of each semester.

2) The Academic Policy Committee will hold at least one open meeting each Fall semester and will hold a joint open meeting with the Personnel, Faculty Coordinating, and Economic Policy Committees each Spring semester.

ADMINISTRATIVE COUNCIL

The Administrative Council provides an advisory role to the President of the College. Its function is to consider all aspects of the College's operation, as directed by the President of the College. It is particularly charged with transferring information concerning student life, as reported by the Dean of Student Life to the President and the Board of Trustees. It is also particularly charged with responding to and acting on the recommendations of the planning team and the Economic Policy Committee.

Composition of Committee

The Administrative Council is composed of the President of the College, the Provost, the Vice President for Development, the Vice President for Finance and Administration, the Dean of Enrollment Management, the chair of the Faculty Coordinating Committee, the President of the Student Government Association, and any other members at the discretion of the President of the College.

The chair of the Faculty Coordinating Committee plays an important role on this Committee. He or she is to 1) take an active role in the administrative decisions of the College, 2) convey the wishes of the faculty and the concerns of the faculty, when directed by the faculty, to the appropriate administrators when the direction and objectives of the College are being formulated; report back to the faculty the administrative decisions of the College and the rationale for those decisions.

CENTENARY PLAN COMMITTEE

Purposes and Responsibilities

This committee administers faculty policies related to three degree requirements: GED 151: Service Learning, GED 251: Career Exploration, and GED 351: Intercultural Experience. The committee creates opportunities for students to fulfill these requirements. It decides whether proposed courses and independent projects meet the criteria for the intercultural experience and/or the service-learning requirement according to the guidelines approved by

the faculty. The committee advises the Director of the Career Center in the teaching of GED 251: Career Exploration.

Composition of the Committee

Three faculty members, one from each division; one student; the Director of Intercultural Affairs, the Director of Service Learning; the Director of the Career Center; and the Provost of the College, *ex officio*.

CONDUCT REVIEW COMMITTEE

Purposes and Responsibilities

A primary function of this committee is to consider and decide upon all cases involving non-academic misconduct referred to it by the Judicial Referral Board. The committee also decides upon appeals resulting from other disciplinary action, including that of the Honor Court. If the student questions the fairness of a disciplinary action taken against him/her by a dean or a student judicial body, he/she should be granted on request the privilege of a hearing before this committee. At the request of the Executive Council of the SGA, the committee will rule upon the constitutionality of actions taken by the Student Government Association. Furthermore, the committee should stay informed about disciplinary problems and make recommendations to judicial bodies and members of the administration charged with disciplinary responsibilities.

Composition of Committee

The committee shall be composed of two faculty members (one who will serve as chairperson), a staff member (other than the Dean of Student Life or the Assistant Dean of Student Life) to serve as recorder, the Dean of Student Life, *ex officio*, and four full-time undergraduate students, one representing each class, to be recommended by the Student Government Association and appointed by the President of the College. The two faculty members will serve two-year, staggered terms. The faculty member in his/her second year will serve as chair. In addition, two faculty members and two students will be named as alternates.

CONVOCATIONS COMMITTEE

Purposes and Responsibilities

The committee will coordinate convocations, including Honors Convocations for the College. In consultation with other members of the campus community, it will participate in the selection of speakers, themes, dates, physical locations, implement financial arrangements, and coordinate publicity. The spring semester will be used to plan the convocations schedule for the coming year. In addition, the committee will evaluate programs to determine if the convocations are meeting campus needs.

Composition of Committee

The committee will be composed of the following members or appropriate representatives from their departments:

Representative from the Humanities Division
Representative from the Natural Sciences Division
Representative from the Social Sciences Division
Representative from the Student Forums Committee
Representative from the Student Government Association
Dean of Student Life, *ex officio*
Director of Cultural Perspectives
Faculty Representative from the Marjorie Lyons Playhouse
Faculty Representative from the Hurley School of Music
President of the Centenary Film Society
President of the Student Activities Board
Director of Meadows Museum
Faculty Representative for the Woodrow Wilson Visiting Fellows Program
Student Representative from Centenary Students for Cultural Diversity
Facilities Coordinator
Director of Public Relations
Faculty Representative for the Willson Lecture Series
Student Activities Director
Sports Information Director
Faculty Representative for the Freshman Experience Program
Director of the Magale Library

A subcommittee composed of three faculty members (one from each of the three academic divisions -- with one serving as committee chairperson), one administrator, and two students recommended by the Student Government Association and appointed by the President of the College will be the working advisory subcommittee to the mega committee.

COURSE REVIEW AND PETITIONS COMMITTEE

Purposes and Responsibilities

The committee is a judicial body that reviews academic proposals and petitions for compliance with policies established by the Faculty, including: new course proposals, student petitions, routine catalog changes for programs and courses, interdisciplinary degree proposals, special topics courses, and modules.

Composition of Committee

The CRPC is composed of three Faculty members, one from each division, appointed by the FCC; and one student, recommended by SGA. The committee chair will be elected from among the Faculty members of the committee.

ECONOMIC POLICY COMMITTEE

Purposes and Responsibilities

This committee will make recommendations on matters of economic policy. To this end it will have access to the college budget figures and be able to review these amounts to ensure they are consistent with the economic policies recommended by the committee. To make recommendations on staffing, the committee will work in sub-committees. Staff recommendations will be considered by the staff members of the committee and faculty recommendations by the faculty members. The committee as a whole will make recommendations to the President and suggest priorities on additional staffing. The faculty sub-committee will meet annually to make overall faculty salary recommendations. The faculty sub-committee and the Academic Policy Committee shall meet annually to discuss additional staffing.

The primary function of this committee is to recommend policy, not review budgets by line item. This group should endeavor to determine in what areas Centenary should commit its resources and make recommendations to the President accordingly.

The Economic Policy Committee will hold at least one open meeting each Fall semester and a joint open meeting with the Personnel, Academic Policy, and Coordinating Committees each Spring semester.

Composition of Committee

This committee will be composed of three staff members, three faculty members, and one student member. The three faculty members, one from each division, will be elected by the faculty-at-large for three-year staggered terms to serve as the faculty representatives on the committee. Each division will nominate two divisional candidates from among which the faculty will elect one. The staff members will be appointed by the President. The student member is recommended by SGA and approved by the President. The Academic Dean (Provost) will serve as an *ex officio* member of the committee.

ENROLLMENT MANAGEMENT COMMITTEE

The duties of this committee are to:

1) develop, implement, and evaluate a comprehensive plan for increasing student enrollment. This plan would involve all constituencies of the Centenary community;

2) formulate and recommend to the faculty minimum standards for the admission of students;

3) read and make individual admission decisions on the cases of applicants who do not meet the stated guidelines but show merit sufficient to suggest the possibility of exception;

4) advise the Admissions and Financial Aid offices regarding financial aid and scholarships;

5) review and develop policies for awarding scholarships, grants-in-aid and other financial packages.

6) serve as the coordinator of first-year student advising.

Composition of Committee

Six faculty (two members from each division) recommended by the Faculty Coordinating Committee (appointed by the President), the Provost, *ex officio*, and four administration/staff (Dean of Enrollment Management, Registrar, Dean of Student Life, and the Director of Financial Aid), and three student representatives.

FACULTY COORDINATING COMMITTEE

The Faculty Coordinating Committee is the major coordinating body of the faculty and its committee system. It is the administrative body of the faculty. It also carries on an active dialogue with the Administrative Council concerning the academic operation of the College.

One of the committee's major tasks is to recommend matters to committees of the faculty for investigation or review. At the beginning of each academic year, the committee will assign tasks to appropriate committees based on achieving the purpose and goals of the College.

The Faculty Coordinating Committee is further charged with assisting in the preparation of the agenda for faculty meetings and carrying out that agenda. In doing this, it is not to review or pass judgment on the material brought to the faculty meeting for consideration but to deliver it to the faculty in the most efficient manner. The Office of the Provost will assist in carrying out this function.

The Faculty Coordinating Committee will also collect and make available the minutes from committees of the faculty. In this regard it will attempt to coordinate the activities of any committees working on similar matters. The Faculty Coordinating Committee will also attempt to encourage and facilitate communication between the committees of the faculty.

Each year the Faculty Coordinating Committee will recommend to the President the names of

faculty members to serve as the non-elective members of the committee system of the College. The Faculty Coordinating Committee will serve as a nominating committee for posts the faculty elects for voting delegates to the Conference of Louisiana Colleges and Universities. The committee is charged with carrying out all elections in an efficient, timely, and open manner. The Faculty Coordinating Committee will hold at least one open meeting each Fall semester and a joint open meeting with the Academic Policy, Personnel, and Economic Policy Committees each Spring semester.

As needed, the Faculty Coordinating Committee will revise the faculty handbook. This will be done with the counsel of the faculty and the committees of the faculty.

Annually the Faculty Coordinating Committee shall organize and coordinate input from the faculty regarding the College's administrative officers. This information shall be forwarded to the President.

Finally, the Faculty Coordinating Committee, when directed by the faculty, shall act as the official voice of the faculty. When it is necessary that the wishes and desires of the faculty, as a group, be made known to the administration of the College or an outside agency, the Faculty Coordinating Committee under the direction of the faculty shall represent the faculty.

Composition of Committee

The Faculty Coordinating Committee consists of an annually elected (at large) chair of the Faculty Coordinating Committee, the three divisional chairs (elected by each division individually), and the Provost, *ex officio*. The chair of the Faculty Coordinating Committee will be the first faculty officer elected each year. This election shall take place each April with the term of service beginning with the faculty opening conference of the following fall. The chair of the Faculty Coordinating Committee shall serve as one of the two faculty representatives to the Board of Trustees. The chair of the Faculty Coordinating Committee will not be allowed to serve more than three terms in any six-year period.

FACULTY DEVELOPMENT COMMITTEE

As part of the College's attempt to retain talented faculty and promote excellence in teaching and scholarship, the committee shall, with the advice and consent of the faculty, establish and maintain a faculty development program. The committee shall assist the Provost in the development and implementation of policies and programs related to faculty development, such as special faculty travel, workshops, sabbatical leaves, and recommendations on endowed professorships.

Composition of Committee

Three faculty members (one from each division), one at-large faculty member and the Provost, *ex officio*. The members of this committee shall be recommended by the Faculty Coordinating Committee and appointed by the President. The committee shall elect its own chair.

FACULTY PERSONNEL COMMITTEE

The responsibilities of the Faculty Personnel Committee are to:

1) recommend to the Provost promotions to the levels of Assistant Professor, Associate Professor, and Professor;

2) create and administer a formal evaluation procedure for the Centenary faculty;

3) make recommendations on reappointment, tenure and termination and for establishing and conducting annual reviews on which such recommendations are based, including particularly the third-year and sixth-year reviews;

4) serve as an advisory body to the administration on matters dealing with the academic and professional integrity of the faculty;

5) make evaluations and recommendations concerning merit pay increases and appropriate salary adjustments; and

6) interview and make recommendations to the Provost on all finalists for faculty positions, including chaired professorships and the following selected administrative positions: President, Provost, Vice President for Development, Vice President for Finance and Administration, Registrar, Dean of Student Life, Dean of Enrollment Management, Director of Financial Aid, and Director of Athletics.

7) The Faculty Personnel Committee will hold at least one open meeting each Fall semester and a joint open meeting with the Academic Policy, Economic Policy, and Faculty Coordinating Committees each Spring semester.

The recommendations in all of these areas shall be guided by standards initially proposed by the committee, approved by the faculty, and published in the faculty handbook. The committee's recommendations shall be made directly to the Provost. The deliberations of the committee and its recommendations to the Provost shall be confidential, except in instances when the appeals process warrants access to information.

Composition of Committee

One administrator (the Provost, *ex officio*) and six tenured faculty members (two from each division, representing different departments) elected by the faculty at-large for three-year staggered terms. Each division will nominate two divisional candidates for each vacancy, from among which the faculty will elect one. Only full-time faculty, with faculty rank, shall be eligible to vote. The committee shall elect its own chair.

Procedures: The committee shall meet at least once each semester with the Economic Policy Committee to discuss common interests.

The chair of the Personnel Committee shall serve as one of the two faculty representatives on the Board of Trustees.

GRADUATE COUNCIL

This committee is responsible for developing the criteria for admission to graduate programs and satisfactory progress toward degrees and for policies pertaining to personnel, curricula, degree requirements, and finances. Proposals relating to any of these areas may originate with the Provost, members of the Graduate Council, or any faculty or administrative officer of the College and should be sent to the Provost and chair of the Graduate Council with majority approval from the department seeking the program. The Graduate Council submits its recommendations to the faculty for approval.

Composition of Committee

The Provost, *ex officio*, one faculty representative from each department with an active graduate program; a faculty representative from a department that does not offer a graduate program appointed by the Faculty Coordinating Committee; and one graduate student, nominated by the program in which he or she is currently enrolled. Graduate student representation will rotate annually among active graduate programs.

INTERCOLLEGIATE ATHLETICS COMMITTEE

The duties and responsibilities of the Intercollegiate Athletics Committee are to:

1) assess the various aspects of intercollegiate athletics with the goal of establishing and maintaining standards of scholarship and sportsmanship consistent with the values and traditions of Centenary College and the National Collegiate Athletic Association (NCAA).

2) serve as an advisory body to the administration and faculty on all matters concerning intercollegiate athletic programs. To provide input to the President and standing committees on decisions that directly affect the student-athlete, i.e., entrance requirements.

3) serve as a liaison between intercollegiate athletics and the academic areas of the college.

4) serve in an advisory capacity to the Director of Athletics, who shall:

   a) Advise the committee of significant NCAA policies, rules, and regulations and provide interpretations of their applicability to the athletic program at Centenary;

   b) seek the advice of the committee on any major proposed charges in athletic policy and programs; and

5) serve in an advisory capacity in the employment of athletic personnel.

Composition of Committee

The Director of Athletics, *ex officio*, the NCAA faculty athletic representative, two faculty members (one male, one female), two students (one male and one female). Faculty members are recommended by the Faculty Coordinating Committee for staggered terms of three years and appointed by the President. Student members are recommended by the SGA and appointed by the President. One of the faculty members shall serve as the chair of the committee. Care should be taken that, with the exception of the Director of Athletics, members of the committee are not involved with the intercollegiate athletic program in any way.

Procedural Rules

The committee should have a minimum of one meeting per semester, within the first six weeks of the semester. The committee chair shall call the meeting.

LEARNING RESOURCES COMMITTEE

This committee will focus on the acquisition, promotion, and evaluation of basic learning resources for members of the Centenary community. Two major areas of focus for this committee include library and computers:

1) The committee will act as a liaison between the faculty and students and the professional library staff regarding the use of the facilities and the acquisition of materials for the library.

2) The committee will develop, implement, and maintain a campus-wide computing plan for Centenary that is equitable, current, and progressive. Possible actions could include consulting department and divisions concerning computing resources, providing access to off-campus computing, enrolling Centenary in various Wide Area Networks and computing consortia, and developing policies for the use of computing resources.

Composition of Committee

Three faculty members (one member from each division, all recommended by the Faculty Coordinating Committee and appointed by the President), three administration/staff (Director of Library, Director of Academic Computing, and one other staff member, appointed by the President), and one student (recommended by the SGA and appointed by the President).

MEDIA COMMITTEE

Purposes and Responsibilities

The Media Committee oversees the operations of KSCL, the *Conglomerate Weekly*, *Pandora*, the *Yoncopin*, and the Film Society. Its fundamental responsibility is to ensure that the media are operated in a manner that provides our students with a valuable learning experience consistent with the educational purpose of the college. In performing this function the committee will:

1) develop and implement policies that apply to all the media in general and to each specific medium;

2) determine the contractual obligations of the student head of each medium;

3) select the media heads and review the appointments to be made by the media heads to other paid media positions and, when necessary, remove said persons;

4) approve the annual budget of each medium prior to its submission to the Student Government Association (SGA);

5) ensure that the expenditures of each medium are in keeping with its budget allocation from SGA; and

6) recommend to the Faculty Coordinating Committee faculty advisers for the media.

The SGA representative on the committee will inform the SGA of the proceedings of the committee.

Media Heads

Each medium has one student head.

The student heads of the media are responsible for the operation of the media in accordance with their contracts; federal, state, and local laws and regulations; college policies; and professional standards. The media heads are to keep their faculty advisers informed concerning the operation of the media and to present regular reports including financial records to the Media Committee.

Faculty Advisers

Each medium has one faculty adviser.

The primary responsibility of the faculty advisers is to ensure that the operation of the media conforms to generally accepted standards of quality and professionalism. Accordingly, faculty advisers will:

1) inform the media heads of their media-specific responsibilities;

2) advise the media heads on daily operation;

3) assure the training of media personnel;

4) assist media heads with drafting of annual budgets; and

5) present regular reports on the overall operation of the media to the chair of the Media Committee.

Composition of Committee

The Media Committee will be composed of the student head and faculty adviser of each medium, the Student Government Association representative, the Director of Public Relations, the faculty adviser to the major in Communication, a member of the Board of Trustees, and a faculty member other than those listed above to serve as chair.

PLANNING COMMITTEE

Purposes and Responsibilities

The Planning Committee will be a representative body of the faculty, administration, student body, and Board of Trustees responsible for providing direction to the College. To this end, they will periodically review and update the goals of the College and assess college operations to determine if it is consistent with the College's goals. This group will also be responsible for maintaining and updating a strategic plan for the College. Since planning, to be effective, must receive input from all facets of college life, this committee is expected to maintain close ties to the Faculty Coordinating Committee, the Administrative Council, and the Student Government Association. The Planning Committee is also expected to work closely with the Economic Policy Committee to ensure implementation of the College's long-range plans. The recommendation of the committee will go to the President of the College.

Composition of Committee

The Planning Committee will be composed of eleven members: Three members of the administration, appointed by the President; a Board member; three faculty members recommended by the Faculty Coordinating Committee, and approved by the President; the chair of the Economic Policy Committee; and three student members appointed by the Student Government Association and approved by the President. The faculty members will serve

three-year staggered terms, with each division having a representative. The student members will serve one-year terms, with each member from a different division.

TEACHER EDUCATION ADVISORY COUNCIL (TEAC)

The council will be responsible for formally admitting teaching candidates to the Department of Education, formally admitting candidates to student teaching, recommending curriculum modifications to the Academic Policy Committee, advising the Education Department on policy and procedural matters, and acting as liaison between teacher education and other college departments and committees.

Composition of Committee

Full-time members of the education faculty and two faculty members, one representing Hurley School of Music and one representing the Department of Health and Exercise Science.

Procedures

The Committee will meet at least twice each semester, but more often as necessary. Responsibilities include.

1. Approving admissions to the Department of Education during the student's sophomore year and after a degree plan has been files;

2. Approving teacher education candidates for student teaching, through examination of the student's academic record, National Teachers' Examination scores, recommendations, and general fitness and readiness to student teach;

3. Approving additional college work for those students seeking a degree in education without certification, because the right to student teach has been denied;

4. Approving alternate post baccalaureate certification programs of students who have degrees from a regionally accredited institution and are seeking Louisiana teaching certification;

5. Recommending curriculum modifications based on mandates from the State Department of Education, the Southern Association for Colleges and Schools, and Centenary College;

6. Advising the Department of Education on procedural, educational and policy matters; and

7. Acting as a liaison between teacher education and other college departments and committees.

VOTING PROCEDURES

The following rules apply to the six members of the Personnel Committee, the three members of the Economic Policy Committee, and the three elected members of the Academic Policy Committee. The election for these positions will be conducted following the election of the Faculty Coordinating Committee chair. To be eligible for election, one must be full-time and hold faculty rank. Election shall be for a three-year term. In the event of unfulfilled terms, faculty members shall be elected for partial terms to fill the unfinished terms. After each full or partial term of at least two years, faculty members will be ineligible for reelection until three years have elapsed since the most recent service. No faculty member shall serve more than a total of fifteen years on the two committees, and no faculty member shall be elected to a full or partial term if he or she will not be able to serve that term.

SECTION 7. DUTIES OF FACULTY MEMBERS

Each faculty member is expected to maintain an attitude of loyalty to the fundamental principles and the government of the College, to promote its moral and ethical tradition, and to work toward the fulfillment of the purpose of the College.

The responsibilities of full-time members of the faculty to the College are fulfilled when they carry teaching loads appropriate to their ranks and programs and when they perform appropriate amounts of scholarly research or its equivalent, public service, and college committee work. All faculty members shall designate adequate hours when they will be available in their offices for consultation with students; they shall post their schedules of office hours in a suitable place and adhere to them as closely as possible. Faculty members shall keep unreturned student work in the department for the student author's scrutiny for at least one semester following submission of the work.

Full-time faculty members may engage in professional or business activities of an income-producing nature, so long as these activities are not in conflict with performance of the faculty member's duties or College interests. The Provost should be informed in advance and approve of such outside activities. Teaching at an educational institution other than Centenary College is not permitted without specific approval by the President.

All faculty members shall be present for the pre-registration conferences prior to the opening of the fall session and shall continue on duty throughout the academic year, including commencement exercises but excluding College holidays. For commencement exercises and College convocations, all faculty members must provide their own academic regalia. Faculty members are expected to meet their classes regularly and on time and to inform the chair of their department if they must miss class. Attendance at faculty meetings is expected. For "Areas of Responsibility of the Faculty," see Appendix B; for committee functions, see Section 6.

In order for a course to be offered during the academic year, it must be included in the College catalogue for that academic year. New courses **must** be approved by the Course Review and Petitions Committee and the Faculty no later than the February faculty meeting in order for the course to be taught during the following year. Selected Topics and Interdisciplinary Topics **must** be approved by the Course Review and Petitions Committee before the printing of the class schedule.

The College has set aside the week before final examinations in both the Spring and Fall semesters as a special time to review academic work and prepare for final examinations. It is designated as PREPARATION WEEK. As of 8 a.m. on the first day of Preparation Week, no papers, tests, or additional work (beyond completion of courses) may be assigned. Lab tests may be given during Preparation Week, and class assignments made earlier in the semester may be due during Preparation Week. Petitions for exceptions to policies governing Preparation Week must be submitted to the President of the College.

Each Spring semester a convocation is held to award honors to students at the College; this is to be scheduled as the last convocation each Spring. Details of the types of honors conferred are contained in the College Catalog. Faculty should make every effort to be in attendance at the Honors Convocation.

All faculty members must submit an annual report to their department chairs by October 1, including the following information:

1. A statement evaluating achievements and activities of the previous year regarding teaching aids, methods, techniques, course revision, course development, research and writing, meetings, papers, committee work, organizations, community service, summer study, and other relevant data.
2. A statement of professional goals for the ensuing year, using the same criteria as above.
3. A list of suggestions for improvement of departmental academic goals.
4. Suggestions for feasible changes in any aspect of the College that would improve the quality of the professional experience of the faculty and administrative staff and the educational experience and campus life of the students.

SECTION 8. CHAIRED FACULTY

While it is expected that all members of the faculty should aspire to a standard of excellence in the performance of their various tasks at the College, the prestige and perquisites traditionally associated with endowed chairs make a performance of distinction especially incumbent upon chaired faculty. Traditionally, holders of endowed chairs represent the best that higher education has to offer both to the academic community and to society at large. Chaired faculty serve as models of excellence not only for students and colleagues but also for the many others associated with and affected by higher education.

SECTION 9. DUTIES OF DEPARTMENT CHAIRS

A. GENERAL PRINCIPLES

Deans of schools, chairs of departments, and directors of programs are appointed by the administration of the College and the Board of Trustees. With regard to the selection and duties of chairs of departments, the College subscribes to the 1966 AAUP Joint Statement on Government of Colleges and Universities (see Appendix B):

> The chair or head of a department, who serves as the chief representative of the department within an institution, should be selected either by departmental election or by appointment following consultation with members of the department and of related departments; appointments should normally be in conformity with department members' judgment. The chair or department head should not have tenure in office; tenure as a faculty member is a matter of separate right. The chair or head should serve for a stated term but without prejudice to reelection or to reappointment by procedures which involve appropriate faculty consultation. Board, administration, and faculty should all bear in mind that the department chair or head has a special obligation to build a department strong in scholarship and teaching capacity.

Where feasible, departments should give serious consideration to a rotational plan for the chair. Chairs assume the responsibilities of departmental governance consistent with the principle that they serve as a chairs of a staff of scholars involved in a common discipline. They are responsible for the general administration and supervision of matters relating to their departments. As administrative officers of their departments, they are directly responsible to the Provost and are expected to provide leadership in the effective planning and management of the personnel, curriculum, budget and overall quality standards of their departments. As scholars, they are expected to participate in scholarly activities pertinent to their disciplines.

The above statements also apply to the selection and duties of deans of schools and directors of programs.

B. INTRA-DEPARTMENTAL RELATIONS

The various chairs shall call regular departmental meetings (at least three a semester) and should encourage free discussion of policies and problems of the department. They shall confer with departments on their departmental budgets, the revision of course listings, the revision of course contents, the scheduling of courses, and the securing of supplementary teaching materials, such as audio-visual aids. They shall confer with their individual department members on such matters as the courses they will teach and their scheduling and the selection of textbooks and laboratory manuals. They are responsible for counseling with new members on procedures and duties. The chairs shall make necessary arrangements for substitutes when faculty members cannot meet their classes. They shall arrange for equitable work loads for their staffs, taking into account each member's contributions in research,

consulting, scholarly publication, committee activity, and pertinent off-campus activities. They shall encourage research or other scholarly activity, suggest ways for improvement in teaching, evaluate departmental work, promote experimental programs, and assume general responsibility for the welfare and morale of the department.

The chairs are responsible for developing a strong library collection to undergird the teaching and research in their departments. Library orders submitted by individual members of a department should be approved by a designated member or committee of the department, and in general the departmental policy on library acquisitions should be consonant with the procedures outlined in Appendix E.

C. ADVISING OF MAJORS

The chairs of departments or designated members of the departmental staff shall advise students majoring in the department on choice of courses (including approved electives) and shall check degree plans of students majoring in their departments to assure that all degree requirements are being met. The chair's approval is needed on any non-Centenary program added to the degree plan, such as plans for summer school courses, study abroad, or supplementary programs.

D. PERSONNEL CHANGES

In consultation with the other members of the department, the chair will submit written recommendations to the Provost and the Faculty Personnel Committee on any personnel changes including promotions, load adjustments, retirements, release, leaves of absence, and new positions.

E. FACULTY RECRUITMENT

The need for each position, whether a new or a replacement position, shall be established by the Provost in consultation with the appropriate departments and the Faculty Personnel Committee. After the need for the position has been established and approved by the President, the search will proceed as follows:

Full-time Faculty

1. The recruitment of faculty will be conducted by a search committee composed of all tenured and tenure-track members of the department and headed by the chair of the department. If the resulting search committee would be composed of fewer than three members, their numbers will be supplemented by other tenured faculty to form a committee of at least three members. The supplemental member(s) will be selected by the department chair in consultation with the other members of the department and the Provost.

2. The search for new faculty members should begin as soon as possible in order to maintain the best pool of applicants from which to choose. Special attention should be given to publication deadlines for professional journals. Except in extraordinary cases, the search should begin no later than October 1.

3. The search committee should obtain a pool of applicants in a variety of ways. Among these are advertising in professional journals, the Chronicle of Higher Education, and appropriate e-mail lists, contacting graduate schools and deans, and publicizing vacancies at conventions and professional meetings. Vacancies for full-time faculty will be advertised nationally. Advertisements for positions will be drafted by the chair of the search committee in consultation with the other members of the committee and forwarded to the Provost and Faculty Personnel Committee for approval prior to submission for publication.

4. After a pool of applicants has been secured, the search committee will select a group of the best qualified applicants for the vacancy. After contacting the references of those initially selected to establish their qualifications for the position, the search committee will normally invite the top three applicants to be interviewed. Validated transcripts will be requested from these finalists prior to their interview and must be on file prior to the making of any offer.

5. Before applicants arrive, information should be sent to them about the department(s) involved, the College, and the city.

6. A representative of the search committee, in consultation with the Provost, will make arrangements for the candidates while they are on campus. Candidates must be interviewed by the President, Provost, and the Faculty Personnel Committee, in addition to the search committee. All candidates must make at least one presentation of an appropriate type before an audience of students and faculty in order that their teaching ability can be evaluated firsthand.

7. After the finalists have been interviewed, the search committee will forward its recommendation to the Faculty Personnel Committee. After deliberation, the Faculty Personnel Committee will forward its recommendation and that of the search committee to the Provost. The Provost will forward the recommendations to the President who will make the final decision on the appointment.

Part-Time Faculty

Part-time faculty are recruited by the department chair in consultation with all full-time members of the department and the Provost. Prospective part-time faculty must submit a vita, references and validated transcripts to the Provost and Faculty Personnel Committee. After the Committee has reviewed the recommendation of the department chair and supporting material,

it will determine whether a presentation and/or interview are required. Prospective part-time faculty are not normally required to be interviewed by the Provost or President. The recommendations of the department and Faculty Personnel Committee will be communicated to the Provost for action.

F. TEACHING LOAD

In consultation with the Provost, the chair's own teaching load may be limited in order that responsibilities of administration may be properly carried out. Chaired professors shall ordinarily be provided with released time appropriate to their positions and duties assigned.

G. ANNUAL REPORTS

The chair of each department shall submit an annual written report no later than October 15 to the Provost with a copy to the Personnel Committee. The report is for the previous school year and should contain the following:

1) a commentary on the state of the department;
2) evaluations of each member of the department;
3) recommendations for merit raises, promotions, and tenure.

Attached to these materials should be copies of annual reports of individual faculty members in the department.

Following conferences with staff members, the chair of the department shall submit recommendations for the departmental budget. The approval of the chair is needed for all expenditures charged to the departmental budget. The chair is responsible for the maintenance, inventory, and protection of equipment and supplies purchased for the department.

SECTION 10. DIVISIONS AND DUTIES OF DIVISION CHAIRS

The three academic divisions are the humanities, the natural sciences, and the social sciences. Departments assigned to the divisions are indicated in the bylaws to the Faculty Constitution (see Section 17). Chairs are elected by division members in accordance with Sections 9 and 17 of the Faculty Handbook. Divisions may also elect representatives to certain committees. Along with the Provost, division chairs administer travel funds; they may also serve as representatives to certain committees and coordinate schedules, courses, and budgets.

SECTION 11. CONTRACTS AND TENURE

Letters of reappointment will be sent to all continuing non-tenured faculty members by March 1 of each year. The college shall issue salary letters annually by May 15th. The contract period for tenured and tenure track faculty members shall extend from the pre-registration faculty conference through the date when final grades for the spring semester are due in the Registrar's office, except for others with whom some other contract period was negotiated at the time of appointment. All faculty members are bound by the provisions of their contracts unless these are explicitly excused by the President. Separate contracts shall be issued for the summer term and for modules.

Faculty salaries are paid in either nine or twelve equal monthly installments, on the twenty-fourth day of the month. If the twenty-fourth day of the month falls on an official federal holiday or on a weekend, payment will be made on the last day prior to the holiday or weekend.

Tenure recommendations may originate with departmental chairs, the Personnel Committee, or the administration.

Centenary College subscribes to the 1971 AAUP Statement on Academic Freedom and Tenure and its 1978 interpretation (see Appendices A and C).

Beginning with appointment to the rank of full-time instructor or higher rank, the appointee shall serve a probationary period not to exceed seven years, including within this period full-time service in all institutions of higher education, with the following exception: When a faculty member comes to Centenary College after probationary service in one or more higher education institutions, it may be agreed in writing that the new appointment is for a full probationary period of seven years. A person is usually not given tenure until the expiration of the probationary period. Full-time administrative personnel with academic rank are not necessarily given tenure; therefore, the normal probationary period does not apply.

Before the College grants tenure to a faculty member on probationary status, the administration shall confer with the other members of the department involved and with the Personnel Committee. Letters notifying faculty members of tenure appointments shall not be offered without prior approval of the Board of Trustees. Once a faculty member has received tenure, all subsequent contracts, except as specified elsewhere in this handbook, shall reflect that status. If tenure is not to be awarded at the end of the probationary period, notification must be given by September 1 of the final year of that probationary period.

Notice of non-reappointment or intention not to recommend to the Board of Trustees the reappointment of non-tenured faculty must be given in writing in accordance with the following standards:

1. Not later than March 1 of the first academic year of service at Centenary, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;

2. Not later than December 15 of the second academic year of service at Centenary, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;

3. Not later than September 1 of the third or subsequent year of service at Centenary.

Honorably retired faculty members of other institutions may be employed on a year-to-year basis. If they are not to be continued in service, notice shall be given three months prior to the expiration of the contract period. In cases of protracted illness after retirement age, the College will be relieved of financial obligation from the time at which a person's inability to return to work is determined. (See also Section 15, Retirement.)

All other faculty appointments are on a tenure basis, and service shall be terminated only for adequate cause. Teachers on continuous appointment who are dismissed for cause, except in cases of moral turpitude, shall receive their salary for a year after they are notified of dismissal, whether or not they are continued in their duties at the institution.

Similarly, if a tenured appointment is terminated because of financial exigency, the faculty member must be given notice or salary for one year. The released faculty member's former position will not be filled within a period of two years unless the released faculty member has been offered reappointment and has declined.

Termination of a tenure appointment shall not be made without the knowledge of the Personnel Committee. In all cases, the faculty member subject to dismissal shall be provided with a written statement from the President or the Provost indicating the reasons for the desire to terminate his/her services. The faculty member in question shall have the right to a hearing before the Personnel Committee without undue delay and shall be allowed to have in attendance an adviser of the faculty member's own choosing who may act as counsel. On request of either party, a full stenographic record of the hearing shall be made. After full consideration, the Personnel Committee will make its recommendations to the Provost; the President's decision will be reported to the Board of Trustees for ratification.

SECTION 12. GUIDELINES FOR APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE

Rank at time of appointment is dependent upon degrees or equivalents and experience in college teaching.

Guidelines for Appointment in Rank and Promotion

Centenary College has rigorous standards for faculty members. They are expected above all to strive for excellence in the classroom. They are to place student advising among their most important tasks, and they are both encouraged and expected to grow professionally. Professional growth is evidenced in a variety of ways — for example, through scholarly research into subject areas and important academic and intellectual issues relating to pedagogy, as well as scholarly publications, participation in professional organizations, public performances, and other creative accomplishments.

Normally, faculty advancement through the ranks listed below is sequential:

Instructor

1. Shall hold at least a master's degree from a recognized graduate school with concentration in the appropriate subject area. In exceptional cases a bachelor's degree together with notable accomplishments in the creative arts or the business community may substitute for the higher academic degree.

2. Shall have evident ability as a teacher with substantial promise for successful career development.

3. Shall demonstrate a commitment, a plan, and the potential to obtain an appropriate doctorate or terminal professional degree.

Assistant Professor

1. Shall hold the appropriate earned doctorate or professional degree from a recognized graduate school or have accomplishments that are recognized equivalents in the higher education community (e.g. artist-in-residence who has a national reputation).

2. Shall have evident ability as a teacher.

3. Shall give substantial evidence of professional and broad usefulness to the College and sympathy toward its basic goals and objectives.

4. Shall demonstrate scholarship in the subject-matter field as well as other sub-

stantial professional achievements.

Associate Professor

1. Shall hold the appropriate earned doctorate or recognized equivalent.

2. Shall have demonstrated superior accomplishments as a teacher.

3. Shall give substantial evidence of professional and broad usefulness to the College and sympathy toward its purposes with significant promise of increasing worth.

4. Shall have demonstrated strength in the areas of scholarly research and publication, public performance, or other creative accomplishment.

5. Shall normally have a minimum of six years of full-time teaching at the rank of assistant professor.

Professor

1. Shall hold the appropriate earned doctorate or its equivalent.

2. Shall have demonstrated excellence in teaching.

3. Shall give substantial evidence of faculty leadership and dedicated service to the College and profession.

4. Shall have a substantial record of scholarly publications or other scholarly and creative activities that have earned recognition within the profession.

5. Shall normally have a minimum of six years of full-time teaching at the rank of associate professor.

The President of the College, with the counsel and recommendations of the Provost, the Personnel Committee, and the department chair, recommends advances in rank to the Board of Trustees for action.

*Full-time artistic, business, or professional experience may be counted toward promotion on a pro-rata basis, provided that the amount of credit has been agreed upon by the faculty member, the department chair, the Personnel Committee, the Provost, and the President at the time of initial appointment.

Unranked and Extraordinary Faculty

Unranked or extraordinary faculty members are usually part-time or temporary employees of Centenary College who have been assigned one of the extraordinary academic titles: lecturer; adjunct professor; visiting professor; or artist-in-residence. Such persons:

a. usually have less than a full-time teaching load;

b. usually have no other faculty duties and responsibilities, except those listed below;

c. meet or exceed the criteria of the appropriate extraordinary title; and

d. are selected in the manner set forth below.

Lecturer

Lecturers are selected by the department chair in consultation with the Personnel Committee and the Provost. Lecturers are hired to teach specific courses on a semester basis. The position does not lead to or count toward tenure or lead to promotion to the regular academic ranks.

Selection of lecturers should be consistent with the academic standards of Centenary College. Persons assigned this title should meet or exceed the minimal requirements set forth for Instructor. In lieu of these requirements, considerable experience in an appropriate technical, artistic, or professional field may be substituted on an exceptional basis.

Lecturers have the same freedom and responsibility in the management of courses as full-time faculty members.

Part-time faculty are expected to be available for a reasonable amount of time (approximately 1½ hours per week for each course taught) to counsel students regarding their course work.

Adjunct Professor

This title may be assigned to part-time teaching employees in recognition of distinguished teaching service to Centenary College, its students, and faculty over a period of at least ten years. Assignment of this title is made by the President of the College upon the recommendation of the department chair, the Personnel Committee, and the Provost.

A recommendation for the assignment of this title usually originates with the department chair. The recommendation and written documentation in support of the recommendation is given the Personnel Committee and Provost for consideration.

Adjunct Professors have the same freedom and responsibility in the management of courses as full-time faculty members and are expected to be available for a reasonable amount of time (approximately 1½ hours per week for each course taught) to counsel students regarding their

course work.

Visiting Professor

This title is assigned to individuals who hold or have held professorial rank (assistant professor, associate professor, or professor) at another institution of higher education and who are appointed to teach or to teach and pursue other duties at Centenary College only for a limited period of time. Such time is to be agreed upon in writing between the visiting professor and the President. The College recognizes their academic standing and accords them the usual privileges of ranked faculty. Visiting professors are appointed by the President, upon the recommendation of the department chair, the Personnel Committee, and the Provost. Any supplementary benefits must be agreed upon prior to appointment.

Artist-in-Residence

This is an honorary title assigned to individuals who have distinguished themselves in the fine arts and are serving Centenary College in capacities appropriate to their fields. A recommendation for the assignment of this title usually originates with the department chair. The recommendation and written documentation in support of the recommendation are given the Personnel Committee and Provost for consideration and recommendation to the President. Selection of artists-in-residence should be consistent with the highest artistic standards of a particular field. They have the same freedom and responsibility in the management of courses as full-time faculty members. Artists-in-residence are expected to be available for a reasonable amount of time (approximately 1½ hours per week for each course taught) to counsel students regarding their course work.

Professor Emeritus/Emerita

This rank may be assigned to associate professors or professors who have limited or terminated their responsibilities as a faculty member for valid reasons (e.g., retirement, illness) after twelve or more years of distinguished service to the College. A professor emeritus/emerita is so designated and appointed by the President upon the recommendation of the Personnel Committee and the Provost. Professors emeriti/emeritae are accorded the privileges of the regular, ranked faculty, except for tenure, and will have their names recorded at this rank in the college cataloge during the remainder of their lifetime. No compensation accrues by virtue of this rank unless, by mutual agreement between the department, the Provost, and the individuals, they are offered a part-time or a temporary full-time contract to teach or fulfill other duties. In such cases, supplementary benefits, if any, will be set forth in the contract.

MINI-REVIEW PROCEDURES (Reappointment)

I. **PURPOSE** In order to provide on-going feedback for probationary faculty other than those undergoing the Third-Year Review and the Tenure Review, the department chair will submit responses to a questionnaire designed to evaluate the teaching effectiveness of these probationary faculty members. The Faculty Personnel Committee and the Provost of the College will review these responses in conjunction with student evaluations.

II. **SCHEDULE** The due date for receipt of this questionnaire from the department chair will be as follows: For probationary faculty members in their first year at the college, the questionnaire should be submitted by January 15. For probationary faculty in their second, fourth, and fifth years at the college, the departmental chair should submit the questionnaire by October 15.

III. **INITIAL PROCEDURES** If members of the Faculty Personnel Committee determine that this review indicates satisfactory performance, no further action will be taken at that time, and the candidate's appointment will continue; however, if the chair's report and/or student evaluations raise concerns that performance in the classroom is unsatisfactory, the committee will initiate prompt observations of the candidate's teaching. Using these evaluations as a basis, the committee will then recommend that the candidate continue or not continue at the college.

THIRD-YEAR REVIEW PROCEDURES (REAPPOINTMENT)

I. **PURPOSE** In order to assist tenure-track faculty members and to provide an effective means of communicating Centenary's expectations for tenure, the department chairpersons, the Faculty Personnel Committee, and the Provost of the College will offer an evaluation of the status of each tenure-track faculty member during that individual's third year at Centenary.

II. **SCHEDULE** The due date for receipt of third-year review materials is the first working day in November. All materials should be sent to the office of the Provost and Dean of the College.

III. **INITIAL PROCEDURES** Chairpersons should take the initiative in obtaining materials for the third-year review of members of their departments. In the case of one-person departments or departments without a tenured faculty member, the Provost, in consultation with the member of the department who is a candidate for third-year review, will select a tenured faculty member from a related discipline to perform the functions of the chair. In cases where the candidate for review is the chair of the department, the Provost, in consultation with the candidate, will select a tenured faculty member normally of the same department to perform the review functions of the chair.

The Faculty Personnel Committee requests the following:

A. The chairperson's written evaluation. A summary of the candidate's specific strengths and weaknesses in the following categories:

1. Teaching effectiveness: knowledge of subject, teaching style and skills, course preparations, academic responsiveness to students, methods of evaluating students, promptness and fairness in grading.

2. Scholarship and professional involvement: scholarly publications; presentation of papers, concerts, exhibits, etc.; research activities leading to publication; offices in professional organizations; winning of grants; and other professional honors and awards.

3. Service: academic advising and serving as mentor, advising of student organizations, faculty committee work, departmental administrative work, other extracurricular service to the college (for, example, recruitment), community service.

This evaluation is to be based on consultation with other members of the department, interview of the faculty member undergoing review, personal observation and interview of former students. After consultation with the faculty member, the chairperson will then solicit letters from as many as six of the candidate's former students who can contribute to a fair, balanced, and objective evaluation. The chairperson is also encouraged to solicit statements of professional evaluation from competent persons outside the college.

B. A summary vita of the faculty member's professional accomplishments in teaching, scholarship, professional participation, and service to college and community. The faculty member is to submit examples of her/his scholarly and creative work. If applicable, certified evidence of progress toward the appropriate terminal degree is in order (transcript and letter from dissertation director).

C. The faculty member's statement explaining her/his philosophy of teaching, including class preparation, course design, evaluation of students, methods of instruction, and other. Syllabi for all courses should be supplied.

D. The faculty member's statement sketching out plans for her/his professional future.

E. A brief written statement from each tenured person in the candidate's department.

F. Teaching observations: The faculty member and the departmental chairperson should select a committee of at least three tenured faculty members - one from each division - who will make individual written reports to the Faculty Personnel Committee after

visiting one or more classes taught by the faculty member undergoing review.

G. Any student evaluations administered by the college will be used by the Personnel Committee in this evaluation process.

H. Any other material the faculty member wants to submit regarding professional development.

IV. **COMMITTEE ACTION** After careful study of the faculty member's material, consultation with the appropriate chairperson, and an interview of the faculty member, the Faculty Personnel Committee will make clear and definite recommendations to the administration that the faculty member be advised that he/she:

A. Has received a favorable third-year review and should therefore continue with the probationary period.

B. Has deficiencies or areas of concern which must be addressed before he/she can expect favorable review results. The acting Faculty Personnel Committee should specify these areas.

C. Has received an unfavorable review and therefore should be released in due course.

Refer to the faculty handbook, Appendix B, section V. for a statement concerning college governance that applies to this process.

IV. **REPORTING RESULTS** The Provost and the chairperson of the Faculty Personnel Committee will meet with the faculty member's chairperson to discuss the results of the Personnel Committee's review. The Provost will then prepare a letter of evaluation and submit the letter to the faculty member. The faculty member then meets with the Provost and the chairperson of the Personnel Committee to discuss the evaluation. At the faculty member's request, the departmental chairperson will also discuss the evaluation with the candidate.

Approved by the faculty, 1991.

PROMOTION PROCEDURES

I. SCHEDULE

A. April 1 - Faculty Personnel Committee will review the faculty roster and notify those faculty members who are eligible for review in the subsequent year. The

chairpersons of their departments will also be notified.

B. September 1 - Faculty members so notified should respond affirmatively by this date if they wish to be reviewed. This response should be in writing to the Provost of the College.

C. Candidates should assemble their promotion review materials during the summer and fall semesters following their notification and acceptance of review.

D. The due date for receipt of the candidate's promotion review materials will be the first day of classes in the spring semester of the review year.

II. INITIATION OF THE PROMOTION REVIEW PROCESS

A. Notification: No written nominations will be needed by the Faculty Personnel Committee. All faculty members will be notified automatically when they become eligible for consideration for promotion to a given rank.

1. The Office of the Provost will maintain a faculty roster which contains the following data on each faculty member:

   a. Number of years of full-time teaching at the rank of instructor or above. These will include years at regionally accredited colleges or universities other than Centenary.
   b. Date of appointment to present rank
   c. Date of appointment to Centenary's faculty
   d. Tenure status
   e. Status regarding a terminal degree in her/his field

2. By April 1 of each year, Faculty Personnel Committee will review the faculty roster and notify those members who are eligible for review the subsequent year. Chairpersons of their departments will also be notified. All faculty members who are eligible will continue to be notified each year, regardless of their response to such notification.

B. Response: Faculty members so notified should respond affirmatively by September 1 if they wish to be reviewed. This response should be in writing to the Provost of the College.

III. RULES FOR REVIEW PROCESS

The following rules will be followed in this review process:

A. Faculty members who responded affirmatively will be reviewed for promotion in the subsequent Fall.

B. Promotion reviews will take place according to the standards set forth in the Faculty Handbook, Section 12, "Guidelines for Appointment, Reappointment, Promotion, and Tenure."

C. Members of the Faculty Personnel Committee may not be considered for promotion. Committee members reaching eligibility for review during their service on the committee should either delay their review until their service on the committee has ended or resign in order to be considered. This decision must be reached in time for Faculty Personnel Committee elections to be held to fill that member's slot.

D. Recommendations for early promotion consideration should come to the Faculty Personnel Committee only in exceptional cases. Such nominations should be made only to reward extraordinary achievement by the faculty member. These nominations may be made by the Provost of the College or by a department chairperson through the Provost's Office. Such nominations should be bound by the same scheduling timetable as normal eligibility notification.

E. Persons being evaluated for both tenure and promotion should use the Tenure Guidelines document for their portfolio of submissions.

F. Any student evaluations administered by the college will be used by the Personnel Committee to aid in its evaluation of the faculty member's teaching effectiveness.

IV. **MATERIALS REQUIRED** All of these materials will be collected by the department chairperson, who will forward them to the Provost of the College for review by the Committee. In the case of one-person department or departments without a tenured faculty member, the Provost, in consultation with the member of the department who is a candidate for promotion review, will select a tenured faculty member from a related discipline to perform the functions of the chair. In cases where the candidate for review is the chair of the department, the Provost, in consultation with the candidate, will select a tenured faculty member normally of the same department to perform the review functions of the chair.

A. A summary vita from the faculty member, detailing professional and volunteer contributions to both Centenary College and to the larger academic and civic community, in the following categories:

1. Teaching effectiveness: knowledge of subject, teaching style and skills, course preparations, academic responsiveness to students, methods of evaluating students, promptness and fairness in grading.

2. Scholarship and professional involvement: scholarly publications; presentation of papers, concerts, exhibits, etc.; research activities leading to

publication; offices in professional organizations; winning of grants; and other professional honors and awards.

3. Service: academic advising and serving as mentor, advising of student organizations, faculty committee work, departmental administrative work, other extracurricular service to the college (for, example, recruitment), community service.

B. Letters: Persons writing recommendation letters are to be informed of Centenary's policy regarding letters of evaluation.

1. Colleagues: Letters of evaluation from colleagues in the Centenary College community.

2. Students: After consultation with the faculty member, the chairperson will solicit letters from at least six of the candidate's former students. The faculty member will be informed of the names of all persons whose confidential letters are solicited.

3. Chairperson: A letter of evaluation from the faculty member's department chairperson. If the person being nominated is a department chairperson, then this letter should come from the Provost of the College.

4. Letters of External Evaluation: For promotion to associate or full professor, letters shall be solicited from persons outside the campus with specific knowledge of the faculty member's contributions to her/his profession. The candidate should supply the department chairperson with at least two names of persons competent to make such an evaluation. The chairperson will then solicit these letters. He/she may also solicit additional external letters of evaluation. The faculty member will be informed of the names of all persons whose confidential letters are solicited. If any unsolicited letters are received by the committee, the candidate will also be informed of the names of persons sending such letters.

C. Any other material the candidate wishes to submit.

V. **COMMITTEE ACTION** After careful study and discussion of the faculty member's materials, an interview with the candidate and the appropriate department chairperson, the Faculty Personnel Committee will make a recommendation to the Provost of the College that the promotion be granted or not.

VI. **REPORTING RESULTS** The Provost will prepare a letter of evaluation and submit it to the faculty member. Then the Provost and the chairperson of the Faculty Personnel Committee will meet with the faculty member to discuss the recommendation of the

committee. At the faculty member's request, the department chairperson will also be present at this meeting to discuss the decision with the candidate.

After action by the Board of Trustees, the President will inform the faculty member of the results in writing and send copies to the chairpersons of the department and the Faculty Personnel Committee.

Approved by the Faculty, April 18, 1994.

TENURE REVIEW PROCEDURES

I. **SCHEDULE** The due date for receipt of tenure review materials is the last working day in November. All materials should be sent to the Provost's office.

II. **INITIAL PROCEDURES** The chairperson and candidate assemble a portfolio of material, which should be submitted to the Provost's office. In the case of one-person departments or departments without a tenured faculty member, the Provost, in consultation with the member of the department who is a candidate for tenure review, will select a tenured faculty member from a related discipline to perform the functions of the chair. In cases where the candidate for review is the chair of the department, the Provost, in consultation with the candidate, will select a tenured faculty member normally of the same department to perform the review functions of the chair. The portfolio should contain the following:

A. Submitted by the Candidate:

1. Summary vita: This document, prepared by the candidate, should summarize her/his professional accomplishments in teaching, scholarship, professional participation, and service to college and community. The faculty member is to submit examples of her/his scholarly and creative work and certified evidence of the appropriate terminal degree, if acquired since the third-year review.

2. The faculty member's statement explaining her/his philosophy of teaching, including class preparation, course design, evaluation of students and methods of instruction. Syllabi for all courses should be supplied. Student evaluations administered by the college will be used as part of the review.

B. Letters and statements:

1. After consultation with the faculty member, the chairperson will solicit letters from at least six of the candidate's former students as well as statements of professional evaluation from colleagues and from persons outside the college with specific knowledge of the faculty member's contributions to her/his profession. The faculty member will be informed of the names of all persons

whose confidential letters are solicited.

2. Written statements from each tenured person in the candidate's department.

3. Faculty evaluation of teaching: The faculty member and the departmental chairperson should select at least three tenured faculty members - including at least one member from the Faculty Personnel Committee - who will make individual written reports to the Faculty Personnel Committee after visiting one or more classes taught by the faculty member undergoing review.

C. The chairperson's written report: This evaluation is to be based on consultation with colleagues, including some in the candidate's department and division, interview of the faculty member undergoing review, and perusal of solicited letters detailed above in section B. The chairperson's written report should specifically summarize the candidate's strengths and weaknesses in the following categories:

1. Teaching and advising effectiveness: Knowledge of subject, teaching style and skills, course preparation, academic responsiveness to students, methods of evaluating students, academic advising, promptness and fairness in grading.

2. Scholarship and creative activity: Scholarly publications, presentation of papers, concerts, exhibits, etc; research activities leading to publication, winning of grants, and other professional honors and awards.

3. Service to college, profession, and community: Offices in professional organizations, advising of student organizations, serving as mentor, faculty committee work, departmental administrative work, other extracurricular service to the college (for example, recruitment), community service.

The chairperson should include her/his own recommendation that tenure be granted or not.

D. Any additional material the candidate wishes to submit.

III. **COMMITTEE ACTION** After careful study and discussion of the faculty member's portfolio and other relevant information, consultation with the appropriate chairperson, and an interview of the faculty member, the Faculty Personnel Committee will make a recommendation to the Provost that tenure be granted or denied.

IV. **REPORTING RESULTS** After action by the Board of Trustees, the President will inform the faculty member of the results in writing and send copies to the chairpersons of the department and the Faculty Personnel Committee.

Approved by the faculty, December 1992

SECTION 13. FACULTY APPEALS PROCEDURE

Regarding matters of salary, promotion, tenure, renewal or non-renewal of appointment, and any other matters bearing on faculty performance and professional concerns, faculty members shall have the right to a review of their grievance according to the procedure described below. This procedure is that of Centenary College and the Appeals Committee and shall in no respect be bound by formal or informal rulings or policies issued by any outside source. However, general adherence to AAUP guidelines and to accepted standards of due process is expected (Recommended Institutional Regulations on Academic Freedom and Tenure, AAUP Policy Documents and Reports, 1990 edition, p. 30).

The purpose of this procedure is to provide a means whereby an aggrieved faculty member may obtain a review before a well informed, disinterested body of peers elected by the faculty for that purpose. The Appeals Committee, in order to be well informed, will have access to all relevant information under control of the officers of the College. The function of the appeals procedure is to determine whether a grievance is well founded and to make recommendations regarding the resolution of disputes.

The tenured members of the faculty shall serve as standing members of the Appeals Committee. Whenever a grievance is filed, committee members will be asked to take on added responsibility. Annually, the tenured faculty of the College will elect by majority vote a faculty member to serve as chair of the Appeals Committee. The chair of the Appeals Committee may serve for up to a period of three successive years.

I. Any grievance shall be brought first to the Provost (as Chief Academic Officer of the College) or chair of the committee responsible for personnel matters, who will seek to resolve the dispute informally by consultation with the faculty member, the faculty member's department chair, and others whose knowledge or experience may be of help in achieving a mutually satisfactory settlement of the dispute. The Provost or the chair of the committee responsible for personnel matters will report the substance of this informal consultation to the faculty member in writing.

II. In the case of failure of other efforts to resolve the dispute, the faculty member may request the participation of the Appeals Committee by submitting a written statement of the grievance to the chair of the committee with a copy to the Provost. Upon receipt of the statement of grievance, the chair of the Appeals Committee will convene a meeting of the committee for the purpose of constituting a panel (the "panel") to consider the case. Before this meeting, the chair will consult with the parties to the dispute to determine whether they believe that any members of the committee ought to be excluded from the panel for reason of bias or a conflict of interest. Those faculty members considered to have a conflict of interest or bias in the case will be excluded from panel service. If the grievance involves the

committee chair, the chair will be excused from the committee and an ad hoc chair will be elected. At the first meeting of the committee, six of its members will be selected, along with the committee chair, to consider the case. From the list of seven, the aggrieved faculty member shall strike two names to form the special grievance panel of five members. Unless excluded by conflict of interest, bias, or by the aggrieved party, the committee chair will serve as the panel chair. If the grievance includes a claim of sex discrimination, at least two members of the panel shall be of the same sex as the aggrieved faculty member. To fulfill this condition, the committee shall appoint a member of the faculty as a replacement to the panel on an ad hoc basis. Preference for this appointment will be given to faculty members of the appropriate gender who have completed their third year review.

III. The panel will conduct a preliminary investigation solely in order to determine whether the evidence warrants further review. At the request of the panel, the administration and/or faculty members will make available to it all relevant evidence in their possession pertaining to the grievance. The panel may consult with the aggrieved faculty member, the Provost, and such other persons as the panel believes can be of assistance to it. The panel will then meet in order to determine whether there is a prima facie case warranting a hearing or further review. A hearing entails a formal presentation of evidence pertinent to the aggrieved faculty member's case, whereas a review is a consideration of documentary evidence which may include but not require consultation with the aggrieved faculty member and other individuals having information pertaining to the case.

By majority vote, it may dismiss the case on the grounds that no reasonable evidence supports the claim of the aggrieved faculty member. The chair of the panel will notify the parties to the dispute, the Provost, and the chair of the Appeals Committee of its decision in writing. If the panel decides in favor of further investigation, the chair will notify the parties, in writing, of the time and place of further review or of a full hearing when violations concerning academic freedom or discrimination are involved.

IV. The appeals panel is charged with the responsibility of conducting a full, fair, and impartial consideration of the dispute. The purpose of the hearing or review is to make the panel thoroughly informed about the dispute. The conduct of the hearing or review will be consistent with the following provisions:

a. The panel will hold in strict confidence all information provided by the parties to the dispute and all testimony made during the course of the appeals procedure. At the conclusion of the proceedings, the panel will, when possible, return all documentary evidence to its source.

b. In disputes involving an action or decision of the college, at least ten days prior to the hearing or review, the panel will allow the aggrieved faculty member, accompanied by an advisor of his or her choice, to examine the evidence.

c. In the case of a full hearing, the panel, the Provost, and all parties directly involved in

the dispute will have the right to call and present witnesses and to demand and supply documentary evidence. Neither the panel nor the parties to the dispute will be bound by legal rules of evidence but will have the right to present witnesses and confront and question all witnesses.

d. If a full hearing is necessary, it will be closed to the public. The Provost, together with the parties directly involved in the dispute, as determined by the panel and the aggrieved faculty member, is entitled to attend the hearing. The aggrieved faculty member may be accompanied by an advisor who may serve only as an observer. At the request of any party to the dispute, a representative of the AAUP may attend the hearing as an observer.

e. All actions of the panel will be taken by a majority vote of the five members constituting the panel in a particular case.

V. After the conclusion of the hearing or review, the five members of the panel will meet in a closed session to review all information presented and make a determination of the case. In cases in which no three members can concur, the panel will simply state that it could make no determination. The panel will make a written statement of its determinations and its recommendations. Copies of this document will be transmitted to all parties directly involved in the dispute.

This document will include a determination of the merits of the aggrieved faculty member's claims and such recommendations as may lead to the resolution of the dispute subject to the following restrictions:

In cases of possible inadequate consideration resulting in the termination of a faculty member's appointment or the decision not to reappoint a faculty member, the panel will not conduct an evaluation of the faculty member but will be limited to determining whether the administration complied with the applicable policies and procedures of the college in a non-arbitrary and non-capricious manner, whether the dossier compiled for the purposes of evaluation was properly constituted, whether the evidence compiled in the dossier was reasonably interpreted, or whether there appears to be a violation of academic freedom or sex discrimination. In such cases, the panel's recommendations will be limited to advising the President whether a new evaluation of the faculty member ought to be conducted.

The President and the Board of Trustees will render a final decision in response to the recommendations of the panel and will transmit a written copy thereof to the aggrieved faculty member, the Provost, and the Appeals Committee. Disapproval by the President or the Board of Trustees of recommendations of the Appeals Committee should be for compelling reasons stated in detail, which in their judgements will be in the best interests of the College. The Board of Trustees retains ultimate authority to review all grievance decisions that reach it by appeal. The decision of the President and Board of Trustees shall be final, and further appeal to the committee shall not take place.

VI. The following timetables shall be observed in the appeals procedure:

a. A request for informal consultation shall be made by the aggrieved faculty member within thirty days of the occasion of the dispute.

b. In cases of failure of informal consultation and/or mediation, the aggrieved faculty member shall request a review by the Appeals Committee within forty-five days of initiating the informal consultation.

c. The panel shall complete its preliminary investigation and give notice of its determination to the parties involved within thirty days after the receipt of the request for a review.

d. If the panel proceeds to further review or a full hearing, the review or hearing shall be held not less than thirty and no more than sixty days after notification of the decision to hold a review or hearing.

e. The panel shall render its written determination within ten days of the conclusion of the formal hearing or review.

f. The President's and the Board of Trustees' final decision shall be rendered within thirty days of the receipt of the panel's written determination.

g. The chair of the Appeals Committee, with the agreement of the parties directly involved, may suspend the time limitations listed above in items b., c., and d.

SECTION 14. PROFESSIONAL DEVELOPMENT

A. LEAVES OF ABSENCE

Under special circumstances, faculty members may be granted a leave of absence without pay. Such leaves should be requested in writing by March 1. Requests for a leave without pay are submitted in writing to the Provost through the department chair. A final decision on such leaves is made by the President upon recommendation from the Provost and the Personnel Committee in consultation with the department chair. If a leave without pay is granted, the department should normally be permitted to hire an unranked or extraordinary faculty member.

Such leaves must be mutually agreed to and shall ordinarily not be granted for longer than one year, although the College may grant an extended full-time or part-time leave without pay. Any leave beyond two years constitutes forfeiture of tenure and relieves the College of any obligation to hold the position for the individual on leave.

Time on such leave will not count toward tenure or promotion in rank and is not credited toward time in service for sabbatical leave unless the individual and the College so agree in writing prior to the beginning of the leave. However, faculty members will not forfeit their rank as a result of being on a leave without pay.

While an individual is on leave without pay, the College does not provide fringe benefits. Faculty members may continue their fringe benefits, however, by paying them personally through the College. Arrangements regarding salary increments should be negotiated in advance of the agreement for such a leave.

B. SUMMER GRANTS

Funds are available for grants to the faculty to assist them with expenses of research during the summer months. The grants are made by the President on recommendation from the Provost and the Faculty Development Committee. Under exceptional circumstances, small grants may be made for advanced degree work. In general, however, they are intended specifically for postdoctoral projects focused on scholarly research. Publication of results is not necessarily required, but a report on the use of the funds granted must be submitted to the Provost by October 1 following the grant. Application for these grants should be made to the Provost no later than February 15. The Centenary College Alumni Research Award of $2000 for a summer and ensuing academic year is also available.

C. FACULTY TRAVEL

The College encourages attendance and presentation of research at professional meetings as a vital means of keeping abreast of developments in the academic disciplines and provides funds, within the limits of its resources, to assist members of the faculty to meet reasonable expenses

of travel to meetings. Such funds are administered through the academic divisions. Faculty members should make application to the divisional chair who recommends disbursements in accordance with college and division policies. Some additional funds for specific purposes (e.g. conferences at which a faculty member presents a paper or serves as an officer of a professional association) are available on application to the Provost.

D. RESEARCH AND EXCHANGE OPPORTUNITIES

The College is a member of the Associated Colleges of the South (ACS), together with the University of the South and the University of Richmond; Birmingham-Southern, Centre, Davidson, Hendrix, Millsaps, Morehouse, Rhodes, and Rollins Colleges; and Furman, Southwestern, Trinity, and Washington and Lee Universities. Through this consortium, the College participates in a number of cooperative enterprises, including the Oak Ridge Semester, British Studies at Oxford, and cooperative workshops for faculty and overseas opportunities for students and faculty. Through these and other arrangements, faculty members may engage in research and teaching projects with members of these other faculties. Centenary faculty have the opportunity to participate in the exchange program with the University of Aarhus, Denmark and the Aarhus School of Business. Centenary College is also a member of the Consortium of Louisiana Universities and Colleges of CODOFIL (Council for the Development of French in Louisiana.) That consortium sponsors academic-year and summer-study programs at Paul Valery University in Montpellier, France. The College has developed a new agreement with the University of Lille in France, and additional ones are under consideration in other parts of the world.

E. SABBATICAL LEAVES

Purpose: to release full-time faculty with at least six years of service to Centenary College for pursuit of a specific project whose goals are: production of an original contribution to scholarship via publication and/or original work(s) of art; enhancement of academic reputation of the College; enhancement of professional expertise through a program of scholarly reading or study; enlargement of and/or addition to intellectual and cultural development and/or instructional skills of faculty members.

Standards for Project: Standards of merit are the same as the above goals. A project need not satisfy all four goals, but the more goals that a particular project satisfies the greater its individual merits. In cases of relatively equal merit between projects, length of service to the College will be a criterion, with preference given to those who have not previously received a sabbatical leave. Work toward an advanced degree will not constitute an acceptable project.

Obligations: Recipient must return to Centenary College for at least one year after sabbatical leave. Recipient must turn in a substantial written report summarizing accomplishments during the sabbatical period to the Provost or will make a public presentation to the college community on some central aspect of the accomplishments achieved during the sabbatical.

Application: Specific project proposals must be submitted in writing to the chair of the Faculty Development Committee with supportive material, including the recommendation of the department chair, by February 1 previous to the academic year in which the sabbatical would commence. The department chair's recommendation shall include a statement outlining what the beneficial effects of the sabbatical would be on the operations of the department.

The Faculty Development Committee may recommend no more than 5% of the full-time faculty in any given academic year. Only one member of a department may be on sabbatical in a given period. If more than 5% of the full-time faculty of the College apply in any one year, unsuccessful applicants are encouraged to reapply for the next year's selection process.

The President of the College may veto the committee's recommendations but only for compelling financial and/or administrative reasons.

Salary and Benefits: Sabbatical leaves are for two semesters at half salary or one semester at full salary, but remuneration may not exceed the total amount in the annual budget for the sabbatical program. If a sabbatical is to be combined with a remunerative project, approval must be obtained in advance from the President.

The time spent on sabbatical leave is counted as time in service to the College on behalf of tenure, seniority, promotion, and salary increases.

Retirement premiums to be continued on the basis of full annual salary in effect at the beginning of leave (6% College contributions, **5%** by faculty member).

Social Security to be deducted from the sabbatical salary with the College paying the appropriate amount.

Group Hospitalization and Disability Insurance to be continued with the College and faculty member both maintaining contributions to full coverage in effect at the start of the leave.

In the event a full-time faculty member or a full-time employee becomes disabled, under the terms of the College's disability policy, the College will continue to pay the College's portion of the full-time faculty member's or employee's health insurance premiums, and the College's portion of TIAA/CREF, as long as the full-time faculty member or employee is disabled.

SECTION 15. FACULTY BENEFITS

A. GROUP INSURANCE

Centenary faculty and their dependents are covered under a self-insured group comprehensive medical plan. This plan is currently administered by Employee Benefit Services. Group health insurance coverage is offered to the extent of an employee's full-time employment contract. As long as a person has signed a contract for the following year, he or she is covered through the summer; 9-month contracts are considered full-time contracts. Those on unpaid leave-of-absence may continue their health insurance by paying the entire amount of the insurance premium. For faculty on paid sabbatical leave, insurance continues in the same manner as if they had continued to teach. Emeritus faculty members are no longer eligible for Centenary group insurance. Retirees, however, may carry a Medicare Supplement through the Centenary group insurance, but they pay the full premiums. Faculty members must either participate in the plan or sign a waiver indicating they do not wish to do so. Centenary College will extend medical/dental coverage for 12 months beyond employment termination, with the employee paying full premiums for the coverage carried at the time of termination. The Economic Policy Committee periodically reviews this coverage and makes recommendations for change when appropriate.

In event a full-time faculty member or a full-time employee becomes disabled, under the terms of the College's Disability Policy, the College will continue to pay the College's portion of the faculty member's or full-time employee's health insurance premiums and the College's portion of TIAA.

B. RETIREMENT PROGRAM

A retirement plan for faculty members is provided by the College through the organization known as Teachers Insurance and Annuity Association (TIAA). TIAA is a legal reserve life insurance company organized by the Carnegie Foundation to issue annuities and life insurance especially designed for employees of colleges and universities. Faculty hired after January 1, 1996 are required to join the retirement plan after one year of service with the College. Faculty hired before that date and still not participating in the plan are "grand-fathered" in under the rules of the previous plan, which required faculty to join when reaching tenure. The one-year waiting period is waived for faculty with "active retirement plans" from other schools. To participate, employees contribute 5% of their gross earnings through a tax-sheltered payroll deduction plan. The College pays 7% so that a total of 12% of gross earnings is paid for the purchase of an annuity contract for the employee.

According to the desires of the individual faculty member, any percent of the total payment may be placed in CREF (College Retirement Equities Fund), where they are invested in common stock, rather than in TIAA, where they are invested mainly in bonds and mortgages. The portion placed in CREF will provide a variable annuity based on the performance of

common stock. The annuity contract is the sole property of the employee, including the portion purchased by the contribution of the College, but can be drawn only at retirement or in case of death, except under special circumstances.

Benefits of the plan are dependent upon age and amounts contributed and will therefore vary in each individual case. Information concerning the computation of benefits and other details can be found in TIAA publications available at the payroll office of the College.

TIAA and CREF Supplemental Retirement Annuities are available for use by faculty members who want to set aside tax-deferred funds over and above those being accumulated in the basic retirement plan.

Effective December 1, 1997, any Post Retirement teaching faculty will not be eligible to participate in the retirement plan. Post Retirement teaching faculty is defined as any retired Centenary faculty member who elects to continue teaching at Centenary College.

Retired faculty and their dependents are entitled to identification cards that extend to them the same privileges of admission to college functions such as plays, concerts, lectures and athletics events that are enjoyed by the active faculty. This benefit applies also to surviving spouses and dependents of deceased faculty members.

C. TUITION SCHOLARSHIPS

Centenary College follows the following policy regarding full-time faculty/staff tuition remission. Employees hired before June 1, 1987, are covered by the policy in force at the time they were hired. Full-time faculty and staff members employed after June 1, 1987, are entitled to tuition remission the first semester after serving 12 months of continuous employment at the College. Effective January 1, 1997, dependents are entitled to a reduction of 25% of tuition costs the first year; after 12 months of employment a reduction of 50% will be given. After 24 months of employment, a reduction of 75% will be given, and after 36 months of employment, dependents may have full tuition benefits. These remission benefits take effect beginning with the first full semester after the condition for remission is satisfied. No fees are included in the remission. The percentages apply to the number of hours the dependent is taking: for example, twenty-five per cent of the cost of one course or 25% of the cost of a full load will be remitted. These benefits apply to dependents of retired or disabled employees and to dependents of full-time employees who die while employed. No tuition remission will be available for graduate training.

Those eligible for scholarship and federal aid benefits are encouraged to apply for these sources of aid that may be available to them in an effort to reduce the financial burden to the College. College tuition remission will be reduced by the amount the dependent receives from other sources designated as tuition scholarship aid.

D. SOCIAL SECURITY

In addition to TIAA, all employees of the College are covered under the Federal Insurance Contributions Act (Social Security). Payment is made by the employee through deductions from each paycheck. In addition, the College, as employer, pays an equal amount for credit to the employee's social security account.

E. DIRECT DEPOSIT

Centenary College has implemented Direct Deposit of payroll checks effective June 1, 1994. All employees hired after May 31, 1994, will be required to participate.

F. PARKING

A system of parking regulations applies to all vehicles used on campus. Information and stickers are available for faculty members from the Business Office at no charge.

G. HOUSING

College-owned housing may be available to faculty members. For all new rentals, the College may set a time limit on occupancy.

H. CREDIT UNION

A Federal Credit Union is open to faculty members and their immediate families. A variety of savings and loan services are offered at rates which are usually more attractive than those available commercially.

I. DISCOUNTS

There is a 10% discount available from the college bookstore to full-time faculty members on any purchase of regular stock of one dollar or more.

J. COMPUTER PURCHASING ASSISTANCE

A limited number of loans are available for faculty to purchase personal computers to use away from their offices. Contact the Economic Policy Committee for information concerning how to apply for a loan.

SECTION 16. THE FACULTY AND THE HONOR SYSTEM

In a college like Centenary, where a commitment to moral values joins with a dedication to scholarly integrity, the honor system provides not only freedom from proctoring but also a positive opportunity for personal growth. The faculty members should at all times stress, for themselves and their students, that the honor system is a principal element of the fundamental purposes of the College.

Each faculty member is expected to become familiar with the details of the Honor Code of Centenary College (see the Student Handbook). The Honor Court, or the faculty adviser to the Honor Court, will provide new faculty members with details as to the specific operations of the Code.

Faculty members are expected to inform their classes at the beginning of every semester of the implications of the Code for each particular class. Principles of documentation and plagiarism and regulations relating to who may proofread papers and how texts may be used in open-book tests may vary from course to course. Faculty members should specify what these variables are.

If faculty members detect what is believed to be a violation of the Honor Code, they are expected to inform a member of the Court or its faculty adviser of the possible infraction. All evidence of significance should be retained for the case and turned over to the Court upon request. In cases reported by students, the Court may require faculty members to provide certain materials to be used in evidence. The faculty members will then abide by the decision of the Court.

SECTION 17. CONSTITUTUION AND BYLAWS OF THE COLLEGE (Spring 1969)

Nothing in the Faculty Handbook shall be taken to supersede or circumvent the Charter or the Bylaws of the College.

CONSTITUTION

I. COMPOSITION OF THE FACULTY

The faculty consists of those persons serving full time as professors, associate professors, assistant professors, and instructors (including those in such ranks, but not engaged in teaching); the President of the College; and Provost and Dean of the College. All members of the faculty are entitled to vote in meetings of the faculty.

II. OFFICERS OF THE FACULTY

Officers of the faculty are the chair and the secretary.

The chair is the President of the College or, at his or her designation, the Provost or another member of the faculty. The chair will prepare the agenda for meetings of the faculty and will preside.

The secretary to the faculty shall be elected annually by the faculty at the first meeting of the college year. The secretary will maintain a permanent record of the deliberations of the faculty in its regular and called meetings and will prepare and distribute minutes of each meeting of the faculty to all those eligible to attend faculty meetings. The secretary will inform the Student Senate, the student newspaper, and other appropriate student bodies of faculty actions of legitimate concern to them.

III. AREAS OF RESPONSIBILITY OF THE FACULTY

The faculty, with the President and the Board of Trustees, has the power and responsibility to govern and conduct the affairs of the College, to supervise the academic program of the College, and to approve candidates for degrees in accordance with the charter and bylaws of the College.

In accordance with the charter and the bylaws of the Board of Trustees, the faculty, meeting in official session, is the academic legislature of the College and has the authority to recommend to the President and, if necessary, directly to the Board through its representatives on the Board, the educational program of the College in such areas as the following: admissions,

curricula, student life, approval of honorary degrees, and recommendations of persons for academic degrees in course. The faculty may be charged with additional responsibilities as directed by the Board of Trustees.

IV. FACULTY MEETINGS AND COMMITTEES

The faculty exercises its legislative functions when it meets in official session.

Properly constituted committees of the faculty may exercise functions of the faculty when policy changes are not involved.

The faculty shall meet in official session, at a regular time and place chosen by the faculty annually at its first meeting of the college year.

The President and the Provost may call meetings of the faculty in addition to the regular meetings and must do so upon signed petition of twenty-five percent of the voting membership of the faculty.

The faculty shall make decisions by majority vote of those present and voting.

For called meetings, a quorum of fifty percent of the total voting faculty will be necessary for faculty action.

Robert's Rules of Order is the parliamentary authority, except as hereinafter provided.

V. ACADEMIC DEPARTMENTS

Members of the teaching faculty shall be assigned to academic departments within the College. The functions of faculty members shall be determined in a manner specified by the bylaws.

Chairs of departments are appointed by the administration of the College and the Board of Trustees. Under the President and Provost, they have designated administrative functions. The position of departmental chair is not a tenured one.

Upon appointment, the chair of a department assumes responsibilities of departmental governance consistent with the principle that he or she serves as a chair of a staff of scholars involved in a common discipline. Functions of the chair shall be determined in a manner specified by the Bylaws.

VI. ACADEMIC DIVISIONS

The three academic divisions are the humanities, the natural sciences, and the social sciences. The member departments of the divisions shall be specified in the Bylaws. The separate

divisions are not charged with administrative authority over the academic departments.

Division chairs are elected by members of the three divisions for terms of office decided upon by the divisions.

The functions of divisions and division chairs shall be determined in a manner specified in the Bylaws.

VII. AMENDMENTS AND BYLAWS

This constitution may be amended by a two-thirds vote of the total membership of the voting faculty in regular or called meetings, provided that the proposed amendment has been circulated at least two weeks before action and provided that the President of the College and the Board of Trustees concur.

Bylaws may be appended to this constitution, provided that the proposed bylaws have been circulated at least two weeks before action, provided that they are passed by a simple majority of the total membership of the voting faculty, and provided that the President and the Board of Trustees concur.

VIII. RATIFICATION

This constitution becomes effective when approved by two-thirds of the faculty, by the President of the College, and by the Board of Trustees of the College.

BYLAWS

I. THE FACULTY HANDBOOK

The faculty of Centenary College shall establish principles of academic procedure, contracts, tenure, and related matters, such as departmental governance, and these principles shall be set forth in a faculty handbook. Once accepted by the Board of Trustees, these principles shall be binding on all parties. Changes in the faculty handbook must be approved by a simple majority of the total membership of the voting faculty and concurred in by the President and the Board of Trustees.

II. COMMITTEE STRUCTURE

The faculty of Centenary College shall establish a committee structure for the execution of delegated business and the making of proposals, and this committee structure, together with guidelines on procedure and composition, shall be set forth in the faculty handbook.

III. FACULTY MEETINGS

Normally, new business will not be transacted at a faculty meeting without its first having been referred to an appropriate committee.

The order of business for faculty meetings will normally include a roll call of committees for reports.

The chair and the secretary of the faculty shall determine whether a person other than those provided for in Article I of the Constitution is eligible to attend a meeting and have the privilege to discuss.

The following non-faculty members of the college staff, though not necessarily holding academic rank, have voting privileges in meetings of the faculty (except in election of members of the Faculty Personnel Committee): the Vice-President for Development; the Vice-President for Finance and Administration; the Registrar; the Dean of Student Life; and the Dean of Enrollment Management.

Any retired Centenary faculty member with emeritus status may vote in faculty meetings during any regular semester in which he or she is teaching three or more semester hours.

Administrative officers not provided for in Section III above and part-time teaching personnel may attend meetings of the faculty with the privilege to discuss but without the power to vote.

IV. ACADEMIC DIVISIONS

The humanities, natural sciences, and social sciences divisions include the following departments: humanities -- art, religion, English, foreign languages, philosophy, theatre/speech, and the School of Music; natural sciences -- biology, chemistry, geology, mathematics and computer sciences, and physics and engineering sciences; social sciences -- the School of Business, education, health and exercise science, psychology, history and political science, and sociology.

Functions and duties of divisions and divisional chairs shall be specified in the faculty handbook.

APPENDICES

These appendices are included for information only. Appendices A, B, and C are relevant excerpts from official statements of the AAUP.

APPENDIX A

"1940 Statement of Principles on Academic Freedom and Tenure, With 1970 Interpretive Comments" from Policy Documents and Reports. The American Association of University Professors, Washington, D. C., 1990 edition, pages 3-7.

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. [1]

Tenure is a means to certain ends, specifically: 1) freedom of teaching and research and of extramural activities, and 2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

ACADEMIC FREEDOM

(a) Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. [2] Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment. [3]

(c) College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or writes as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution. [4]

ACADEMIC TENURE

After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represents acceptable academic practice:

1. The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

2. Beginning with appointment to the rank of full-time instructor or a higher rank, [5] the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that the new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. [6] Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period. [7]

3. During the probationary period a teacher should have the academic freedom that all other members of the faculty have. [8]

4. Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his or her own defense by all bodies that pass judgment upon his case. The teacher should be permitted to be accompanied by an adviser of his or her own choosing who

may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from the teacher's own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution. [9]

5. Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

1970 INTERPRETATIVE COMMENTS

The numbers refer to the designated portion of the 1940 Statement on which interpretive comment is made;

1. The Association of American Colleges and the American Association of University Professors have long recognized that membership in the academic profession carries with it special responsibilities. Both associations either separately or jointly have consistently affirmed these responsibilities in major policy statements, providing guidance to professors in their utterances as citizens, in the exercise of their responsibilities to the institution and students, and in their conduct when resigning from their institution or when undertaking government-sponsored research. Of particular relevance is the Statement on Professional Ethics, adopted in 1966 as Association policy. (A revision, adopted in 1987, was published in Academe: Bulletin of the AAUP 73 [July-August 1987]:49.)

2. The intent of this statement is not to discourage what is controversial. Controversy is at the heart of the free academic inquiry which the entire statement is designed to foster. The passage serves to underscore the need for teachers to avoid persistently intruding material which has no relation to their subject.

3. Most church-related institutions no longer need or desire the departure from the principle of academic freedom implied in the 1940 Statement, and we do not now endorse such a departure.

4. This paragraph is the subject of an Interpretation adopted by the sponsors of the 1940 Statement immediately following its endorsement which reads as follows:

If the administration of a college or university feels that a teacher has not observed the admonitions of paragraph (c) of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning

his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on Academic Tenure. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

Paragraph (c) of the 1940 Statement should also be interpreted in keeping with the 1964 "Committee A Statement on Extramural Utterances" (AAUP Bulletin 51 [1965]: 29) which states inter alia: "The controlling principle is that a faculty member's expression of opinion as a citizen cannot constitute grounds for dismissal unless it clearly demonstrates the faculty member's unfitness for his or her position. Extramural utterances rarely bear upon the faculty member's fitness for the position. Moreover, a final decision should take into account the faculty member's entire record as a teacher and scholar."

Paragraph V of the Statement on Professional Ethics also deals with the nature of the "special obligations" of the teacher. The paragraph reads as follows:

As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of other obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speaks or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Both the protection of academic freedom and the requirements of academic responsibility apply not only to the full-time probationary as well as to the tenured teacher, but also to all others, such as part-time and teaching assistants who exercise teaching responsibilities.

5. The concept of "rank of full-time instructor or a higher rank" is intended to include any person who teaches a full-time load regardless of his specific title.

6. In calling for an agreement "in writing" on the amount of credit for a faculty member's prior service at other institutions, the Statement furthers the general policy of full understanding by the professor of the terms and conditions of the appointment. It does not necessarily follow that a professor's tenure rights have been violated because of the absence of a written agreement on this matter. Nonetheless, especially because of the variation in permissible institutional practices, a written understanding concerning these matters at the time of appointment is particularly appropriate and advantageous to both the individual and the institution.

7. The effect of this subparagraph is that a decision on tenure, favorable or unfavorable, must be made at least twelve months prior to the completion of the probationary period. If the decision is negative, the appointment for the following year becomes a terminal one. If the decision is affirmative, the provisions in the 1940 Statement with respect to the termination of services of teachers or investigators after the expiration of a probationary period should apply from the date when the favorable decision is made.

The general principle of notice contained in this paragraph is developed with greater specificity in the Standards for Notice of Nonreappointment, endorsed by the Fiftieth Annual Meeting of the American Association of University Professors (1964). These standards are:

Notice of nonreappointment, or of intention not to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

3. At least twelve months before the expiration of an appointment after two or more years in the institution.

Other obligations, both of institutions and individuals, are described in the Statement on Recruitment and Resignation of Faculty Members, as endorsed by the Association of American Colleges and the American Association of University Professors in 1961.

Other obligations, both of institutions and of individuals, are described in the Statement on Recruitment and Resignation of Faculty Members, as endorsed by the Association of American Colleges and the American Association of University Professors in 1961.

8. The freedom of probationary teachers is enhanced by the establishment of a regular procedure for the periodic evaluation and assessment of the teacher's academic performance during probationary status. Provision should be made for regularized procedures for the consideration of complaints by probationary teachers that their academic freedom has been violated. One suggested procedure to serve these purposes is contained in the Recommended Institutional Regulations on Academic Freedom and Tenure, prepared by the American Association of University Professors.

9. A further specification of the academic due process to which the teacher is entitled under this paragraph is contained in the Statement on Procedural Standards in Faculty

Dismissal Proceedings, jointly approved by the American Association of University Professors and the Association of American Colleges in 1958. This interpretive document deals with the issue of suspension, about which the 1940 Statement is silent.

The 1958 Statement provides: "Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to the faculty member or others is threatened by the faculty member's continuance. Unless legal considerations forbid, any such suspension should be with pay." A suspension which is not followed by either reinstatement or the opportunity for a hearing is in effect a summary dismissal in violation of academic due process.

The concept of "moral turpitude" identifies the exceptional case in which the professor may be denied a year's teaching or pay in whole or in part. The statement applies to that kind of behavior which goes beyond simply warranting discharge and is so utterly blameworthy as to make it inappropriate to require the offering of a year's teaching or pay. The standard is not that the moral sensibilities of persons in the particular community have been affronted. The standard is behavior that would evoke condemnation by the academic community generally.

APPENDIX B

"Joint Statement on Government of Colleges and Universities (1966)," excerpted from Policy Documents and Reports. The American Association of University Professors, Washington, D.C., 1990, pp. 119ff.

II. THE ACADEMIC INSTITUTION: JOINT EFFORT

...Joint effort in an academic institution will take a variety of forms appropriate to the kinds of situations encountered... Although the variety of such approaches may be wide, at least two general conclusions regarding joint effort seem clearly warranted: (1) important areas of action involve at one time or another the initiating capacity and decision-making participation of all the institutional components, and (2) differences in the weight of each voice, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand, as developed hereinafter....

When an educational goal has been established, it becomes the responsibility primarily of the faculty to determine appropriate curriculum and procedures of student instruction.

Special considerations may require particular accommodations: (1) a publicly supported institution may be regulated by statutory provisions, and (2) a church-controlled institution may be limited by its charter or bylaws. When such external requirements influence course content and manner of instruction or research, they impair the educational effectiveness of the institution.

Such matters as major changes in the size or composition of the student body and the relative emphasis to be given to the various elements of the educational and research program should involve participation of governing board, administration, and faculty prior to final decision.

The framing and execution of long-range plans, one of the most important aspects of institutional responsibility, should be a central and continuing concern in the academic community....

A second area calling for joint effort in internal operations is that of decisions regarding existing or prospective physical resources. The board, president, and faculty should all seek agreement on basic decisions regarding buildings and other facilities to be used in the educational work of the institution.

A third area is budgeting. The allocation of resources among competing demands is central in the formal responsibility of the governing board, in the administrative authority of the president, and in the educational function of the faculty. Each component should

therefore have a voice in the determination of short-and long-range priorities, and each should receive appropriate analyses of past budgetary experience, reports on current budgets and expenditures, and short-and long-range budgetary projections. The function of each component in budgetary matters should be understood by all; the allocation of authority will determine the flow of information and the scope of participation in decisions.

Joint effort of a most critical kind must be taken when an institution chooses a new president. The selection of a chief administrative officer should follow upon cooperative search by the governing board and the faculty, taking into consideration the opinions of others who are appropriately interested. The president should be equally qualified to serve both as the executive officer of the governing board and as the chief academic officer of the institution and the faculty. The president's dual role requires an ability to interpret to board and faculty the educational views and concepts of institutional government of the other. The president should have the confidence of the board and the faculty.

The selection of academic deans and other chief academic officers should be the responsibility of the president with the advice of and in consultation with the appropriate faculty.

...it should here be noted that the building of a strong faculty requires careful joint effort in such actions as staff selection and promotion and the granting of tenure. Joint action should also govern dismissals; the applicable principles and procedures in these matters are well established.

Anyone -- a member of the governing board, the president or other member of the administration, a member of the faculty, or a member of the student body or the alumni -- affects the institution when speaking of it in public. An individual who speaks unofficially should so indicate. An individual who speaks officially for the institution, the board, the administration, the faculty, or the student body should be guided by established policy.

It should be noted that only the board speaks legally for the whole institution, although it may delegate responsibility to an agent.

The right of a board member, an administrative officer, a faculty member, or a student to speak on general educational questions or about the administration and operations of his or her own institution is a part of his or her right as a citizen and should not be abridged by the institution....*

III. THE ACADEMIC INSTITUTION: THE GOVERNING BOARD

...The governing board of an institution of higher education in the United States operates, with few exceptions, as the final institutional authority....

As a whole and individually when the governing board confronts the problem of succession, serious attention should be given to obtaining properly qualified persons....

The board should undertake appropriate self-limitation.

One of the governing board's important tasks is to insure the publication of codified statements that define the over-all policies and procedures of the institution under its jurisdiction.

The board plays a central role in relating the likely needs of the future to predictable resources; it has the responsibility for husbanding the endowment; it is responsible for obtaining needed capital and operating funds; and in the broadest sense of the term, it should pay attention to personnel policy. In order to fulfill these duties, the board should be aided by, and may insist upon, the development of long-range planning by the administration and faculty.

* With respect to faculty members, the 1940 Statement of Principles of Academic Freedom and Tenure reads: "The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances; hence, he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinion of others, and should make every effort to indicate that they are not speaking for the institution."

IV. THE ACADEMIC INSTITUTION: THE PRESIDENT

The President, as the chief executive officer of an institution of higher education, is measured largely by his or her capacity for institutional leadership. The president shares responsibility for the definition and attainment of goals, for administrative action, and for operating the communication system which links the components of the academic community....
As the chief planning officer of an institution, the president has a special obligation to innovate and initiate. The degree to which a president can envision new horizons for the institution, and can persuade others to see them and to work toward them, will often constitute the chief measure of the president's administration.

The president must at times, with or without support, infuse new life into a department;

relatedly, the president may at times be required, working within the concept of tenure, to solve problems of obsolescence. The president will necessarily utilize the judgements of the faculty but may also, in the interest of academic standards, seek outside evaluations by scholars of acknowledged competence.

It is the duty of the president to see that the standards and procedures in operational use within the college or university conform to the policy established by the governing board and to the standards of sound academic practice. It is also incumbent on the president to insure that faculty views, including dissenting views, are presented to the board in those areas and on those issues where responsibilities are shared. Similarly the faculty should be informed of the views of the board and the administration on like issues....

V. THE ACADEMIC INSTITUTION: THE FACULTY

The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It is desirable that the faculty should, following such communication, have opportunity for further consideration and further transmittal of its views to the president or board. Budgets, personnel limitations, the time element, and the policies of other groups, bodies, and agencies having jurisdiction over the institution may set limits to realization of faculty advice.

The faculty sets the requirements for the degrees offered in courses, determines when the requirements have been met, and authorizes the president and board to grant the degrees thus achieved.

Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments. Likewise, there is the more general competence of experienced faculty personnel committees having a broader charge. Determinations in these matters should first be by faculty action through established procedures, reviewed by the chief academic officers with the concurrence of the board. The governing board and president should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail.

The faculty should actively participate in the determination of policies and procedures

governing salary increases.

The chair or head of a department should be selected either by departmental election or by appointment following consultation with members of the department and of related departments; appointments should normally be in conformity with department members' judgment. The chair or department head should not have tenure in office; tenure as a faculty member is a matter of separate right. He or she should serve for a stated term but without prejudice to reelection or to reappointment by procedures which involve appropriate faculty consultation. Board, administration, and faculty should all bear in mind that the department chair has a special obligation to build a department strong in scholarship and teaching capacity.

ON STUDENT STATUS

...The respect of students for their college or university can be enhanced if they are given at least these opportunities: (1) to be listened to in the classroom without fear of institutional reprisal for the substance of their views, (2) freedom to discuss questions of institutional policy and operation, (3) the right to academic due process when charged with serious violations of institutional regulations, and (4) the same right to hear speakers of their own choice as is enjoyed by other components of the institution.

APPENDIX C

"On Crediting Prior Service Elsewhere as Part of the Probationary Period" from AAUP Bulletin, September, 1978, Vol. 64, No. 3, pages 274-275.

The 1940 Statement of Principles on Academic Freedom and Tenure defines the probationary period for faculty members as follows:

> Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that the new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.

The underlying objective of the foregoing provision is to recognize university teaching as a profession in which, after a limited probationary period to demonstrate professional competence in their positions, faculty members achieve tenure in order to protect academic freedom and provide a reasonable degree of economic security. Tenure in the profession as a whole, rather than at a particular institution, is not a practical possibility, since a faculty appointment is at a given institution. Nevertheless, to the extent that experience anywhere provides relevant evidence about competence, excessive probation can occur not only at one institution but through failure to grant any probationary credit for service at one or more previous institutions.

The 1940 Statement recognizes, however, that because there is great diversity among institutions not all experience is interchangeable, and that an institution may properly wish to determine whether an individual meets its standards for permanent appointment by on-the-spot experience. Thus a minimum probationary period up to four years, at a given institution is a reasonable arrangement in appointing a person with prior service. It meets a reasonable demand of institutions which wish to make considered decisions on tenure based on performance at those institutions, and the needs of individuals who wished to obtain appointments that might not otherwise have been available to them because of insufficient time for evaluation.

Nevertheless, the Association continues to take the position that the 1940 Statement's provision for crediting prior service is sound, and it urges adherence to this position. It is particularly opposed to belated arrangements not to count prior service which are made in order to avoid an impending decision on tenure. The Association recognizes, however, that in specific cases the

interests of all parties may best be served through agreement at the time of initial appointment to allow for more than four years of probationary service at the current institution (but not exceeding seven years), whatever the prior service elsewhere. Significantly different current responsibilities or a significantly different institutional setting can be persuasive factors in deciding that it is desirable to provide for a fuller current period of probation. In these specific cases, if the policy respecting the probationary period has been approved by the faculty or a representative faculty body, the Association will not view an agreement not to credit prior service as a violation of principles of academic freedom and tenure warranting an expression of Association concern.

In dealing with previous service, the statement's admonition that "the precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated" is particularly important. The years of previous service to be credited should be determined and set forth in writing at the time of initial appointment.

The previous service which should be taken into account is full-time faculty service at an institution of higher education that was accredited or was an official candidate for accreditation by a recognized United States accrediting agency.

Questions on whether to take into account previous service which occurred many years in the past, or previous service in a distinctly different area, should be referred to an appropriate faculty committee at the time of initial appointment.

TENURE-TRACK TEACHING FACULTY SALARY SCHEDULE

1998-99

	RANGE	MEAN	% INCREASE OVER PREVIOUS YEAR
PROFESSOR*	41,368 - 76,724	54,453	8.05%
ASSOCIATE*	35,609 - 54,880	43,213	8.32%
ASSISTANT	32,065 - 41,770	36,345	4.60%

* Includes 9-Month & Endowed Chair Faculty

APPENDIX E

THE FACULTY AND THE LIBRARY

BORROWING: Faculty members may borrow circulating books for up to the duration of the academic year. However, borrowed materials should be returned as quickly as possible. The library may also on occasion call in materials that either have been requested by other borrowers or are needed for reserve. At the end of each semester all faculty members are sent a list of books charged to them with a request to return those no longer in use and to renew those still needed.

Faculty members are expected to observe assigned time limits set for the circulation of strict reserve books.

Under normal circumstances reference books, periodicals, Cline Room materials, and computer media do not circulate. However, arrangements can be made for limited classroom use of these materials.

USE OF THE LIBRARY BY DEPENDENTS: Spouses, children, and other immediate family members of faculty and staff may borrow material subject to the same rules that apply to Centenary students. Each dependent is recorded in the patron database and a Guest barcode is issued. The library would like for each faculty member to bring any dependent to the library for an introduction to the staff and issuance of their Guest Card before borrowing any library materials.

REFERENCE SERVICES: The library staff provides many types of reference services. These include answering questions and assisting with reference problems, selecting books and periodicals, mediating online searches, and Bibliographic Instruction.

INTERLIBRARY LOAN SERVICES: ILL service is available through the Circulation Desk and soon will be available via the Magale Library Web Pages. All charges --photocopying, search and other fees -- are paid by the individual borrower, or their department. The majority of interlibrary loans are free; however, a patron will be notified of any charges, before an ILL is completely ordered.

COPY SERVICES: The library has two photocopying machines available. One machine operates by purchase of copy cards (purchased at the Circulation Desk or in the Student Life Office in the SUB) and the other machine is coin operated at a cost of 10 cents per copy. Faculty departments may make departmental copies by contacting the Circulation Desk for details.

STRICT RESERVE ITEMS: Faculty are welcome to place any class materials on Strict Reserve at the Circulation Department. Faculty may bring personal items, copies of articles or

use library materials. Each Faculty member should fill out a Strict Reserve form listing the type of reserve desired and length of time for the material to remain on reserve. Library books should be pulled from the shelves by the professor and brought to the Circulation Desk to be placed on Reserve by the Circulation staff. Due to lack of space, items cannot remain on reserve indefinitely. Please visit the library and re-reserve items prior to each semester.

LIBRARY ORIENTATION: Class library orientation sessions are conducted by the Reference Librarian and aided by other library staff on request for classes, other small groups, and individuals. These sessions are either of a general nature or designed to fit the specific needs of a class or seminar.

OTHER LIBRARY FACILITIES AND RESOURCES

The Pierce Cline Memorial Room houses the library's rare book and Centenaria collections. Holdings include volumes by Centenary faculty and alumni and rare books in several subject areas. Many of the older volumes are from the original Centenary library at the old campus in Jackson, Louisiana and Shreveport. Archival collections originally housed in the Cline Room are now located in the Sam Peters Research Center.

The Library Computer Lab is located on the main floor of the library and contains 15 Pentium PCs. The lab belongs and is maintained by the Computer Services Department. Only Centenary faculty, staff, and students with current IDs are allowed to sign-in and use any of the equipment in this lab. Email passwords, classroom reservations and more information can be obtained from the Computer Services Department.

Room 109 located on the first floor, must be reserved at the Circulation Desk for occasional committee meetings, small class sessions, extracurricular discussions and receptions. Chalkboards and audiovisual equipment are available for presentations. All equipment must be reserved with the Media Librarian 24 hours prior to classroom use.

The Community Partnership For A Drug-Free Shreveport Resource Network is located on the second floor of the library in rooms 210 and 211. It was established in 1993 to aid and empower the Shreveport area community by establishing a local alcohol, tobacco, and other drug abuse prevention resource center. The Resource Center functions to provide referral information on prevention and treatment services, information on materials (including the loan of books and videos), training services, grant funding opportunities, grantsmanship, and involvement with the community in helping to reduce substance abuse.

The Hurley School of Music Library offers a large collection of scores, LP's and compact discs for the use of the Centenary community. Scores may be checked out for the usual amount of time. Recordings are generally not circulated, but arrangements may be made for classroom use. The music library contains an eight station listening/ Macintoch computer lab,

a conference room, and a spacious reading area. The conference room seats about fifteen people and is available for campus meetings. Such meetings must be scheduled through the music librarian at least one week in advance.

The Sam Peters Research Center houses the Jack London and John William Corrington literary collections as well as the archival collections of Centenary and of the Louisiana Annual Conference of the United Methodist Church. It also serves as a depository for the archival holdings of several local and state level organizations. Use of the facility for classes or meetings is possible but very limited. Such use must be scheduled in coordination with the archivist.

FACULTY
BOOK AND PERIODICAL ORDERING

The Director of the Library Services and the Learning Resources Committee divide the budgeted funds for general and departmental allocations. These allocations are to be used for the purchase of books, audiovisual materials, microfilm, etc. A separate budget line for journals is allocated by department and is used for the purchase of the most important and widely used journals in the various fields. The final decision to order a periodical is based on the following factors: the availability of funds, the need, appropriateness, and use of the item, shelf space, cost of binding, and access through one of the periodical indexing and abstracting services to which the library subscribes.

The faculty of each department is expected to select and request for purchase those items needed to support its departmental curriculum and research requirements. The selection policy to be followed has been distributed to all departments and schools. Additional copies are available from the library director.

Book orders may be submitted in any of several ways. Orders may be sent in the form of book lists, order forms, publishers' circulars, *Choice* review cards, and the like. All orders must be approved by the department chair, or a designated representative. All funds must be encumbered by February 15. This allows time to order, receive, and pay for materials by the end of the fiscal year. Orders received after the February 15 cut off date may not be processed until after the start of the new fiscal year on June 1.

APPENDIX F

FACULTY CLUB CONSTITUTION

The Centenary College Faculty Club serves the following purposes:

To extend, in the name of the Club, expressions of sympathy, gifts, or remembrances: flowers on the occasion of the death of College employees, their parents, spouses, or children; cards in cases of illness or other bereavements involving College employees; gifts upon the marriage of College employees or their children; and cards for the recognition of achievements and honors conferred upon College employees.

To maintain a room for the informal daily life of Club members.

To provide group social activities for faculty members and staff.

Membership

Faculty members with a full teaching load and full-time college personnel with academic rank are required to maintain membership by paying dues.

All part-time and evening division faculty may become members.

The administrative officers of the College holding the following titles listed in the college catalog may be members: President, Provost, Vice President for Development, Vice President for Finance and Administration, Dean of Students, Registrar, Director of Public Relations, Director of Alumni Relations, Dean of Enrollment Management, and College Chaplain.

Use of the Semon Lounge

The faculty lounge is intended exclusively for the use of members and their occasional guests. No student will be allowed in the lounge under any circumstances.

No group meetings other than official faculty functions will be held in the faculty lounge. However, the lounge may be used to entertain faculty members of other institutions in attendance at college-related activities directed by a club member, provided such use has the formal approval of the executive committee of the club. Each year a meeting of the Centenary Dames Club may be held in the lounge when that organization is being entertained by faculty women who are members of the Faculty Club.

Officers

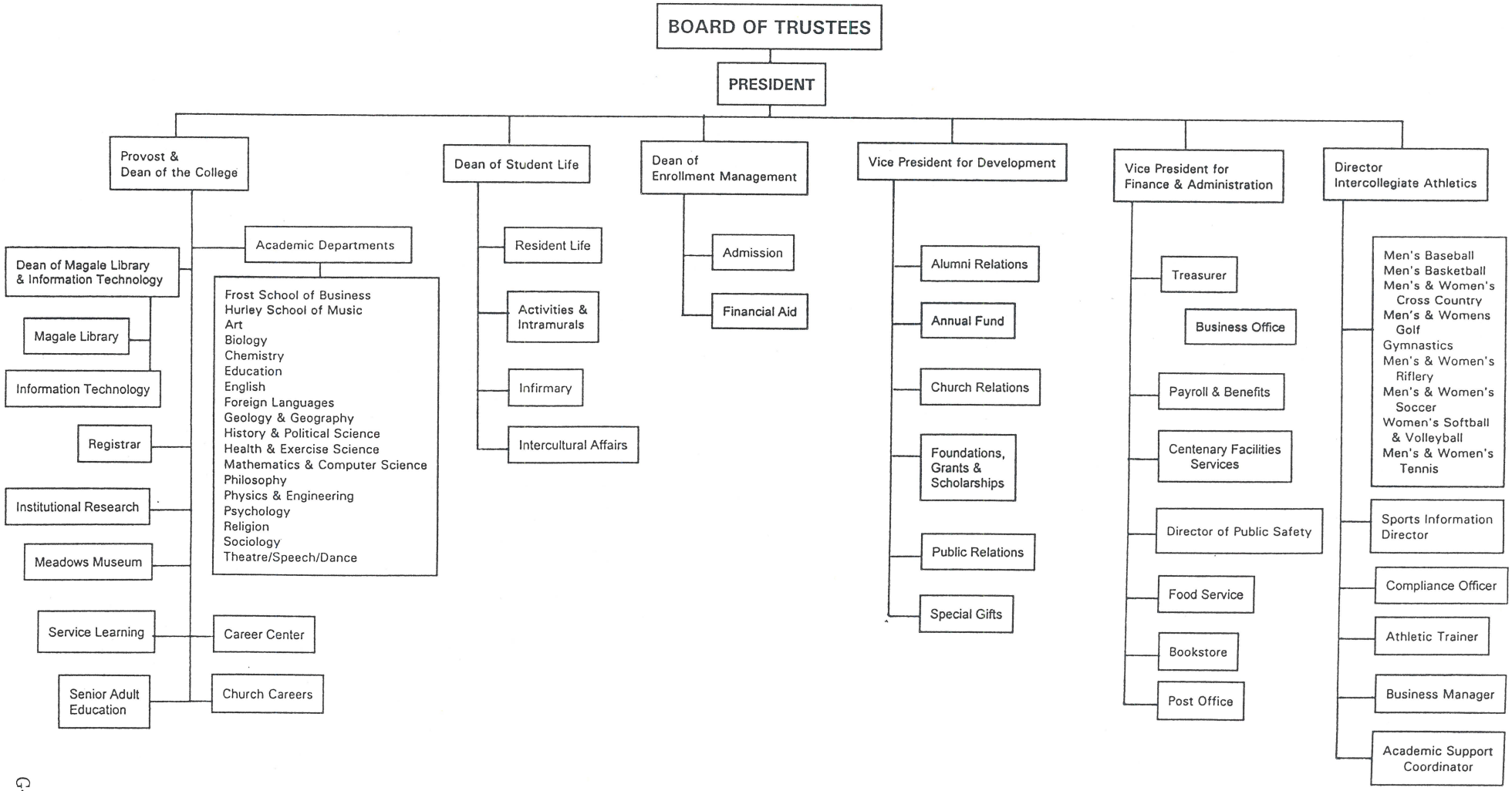
The officers of the Faculty Club -- president, vice president, secretary-treasurer -- shall form the Executive Committee of the Club. They will be elected for a term of one year at the last meeting of the Faculty Club in the spring.

Amendments

Amendments may be made to the Faculty Club Constitution by a majority vote of Club members present at a scheduled meeting.

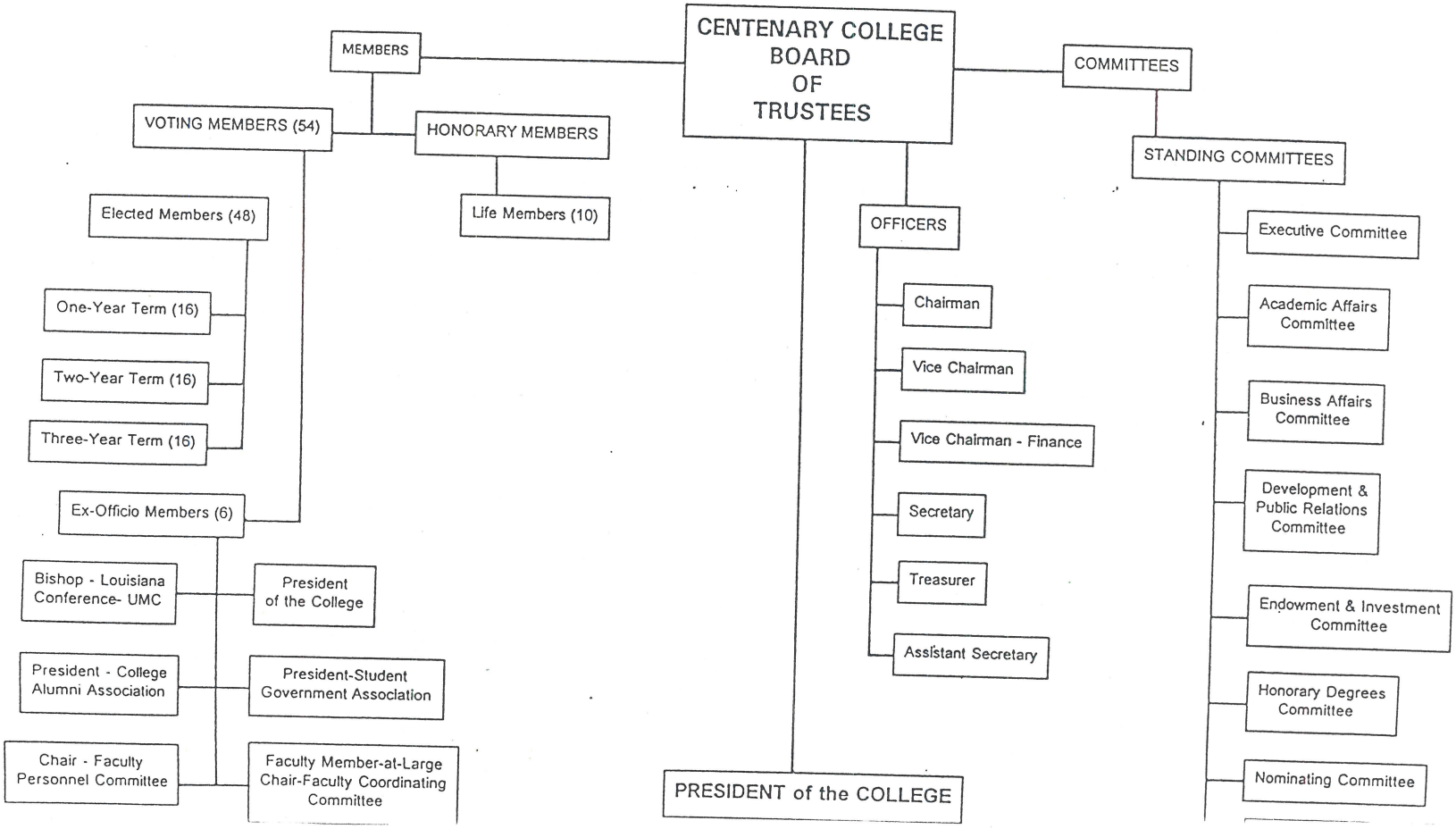
CENTENARY COLLEGE OF LOUISIANA

Administrative Organization 1998-99

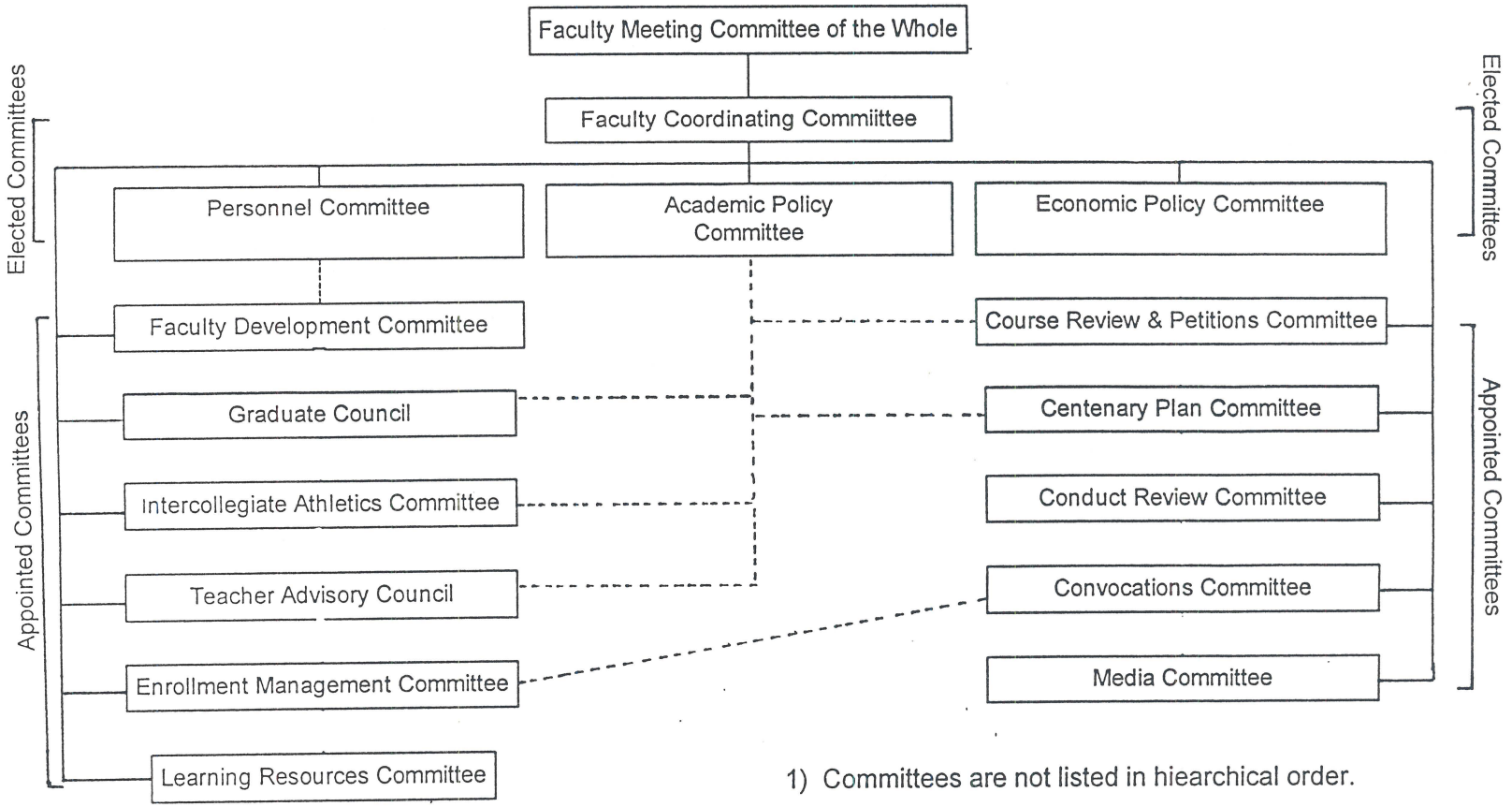


CENTENARY COLLEGE OF LOUISIANA

Board Organization 1995-96



Faculty Committee Structure



1) Committees are not listed in hiearchical order.
2) Dashed lines indicate lines of communication.

APPENDIX H

POLICY 1-93 (Revised 5/94)
SEXUAL HARASSMENT

Centenary College seeks to cultivate a spirit of community in which each individual may participate without fear of intimidation. The College does not tolerate discrimination in any form* All employees and students are expected to avoid any action or conduct which might be construed as sexual harassment. Sexual harassment is defined as follows:

Unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a requirement of employment or participation in an academic program or activity, (2) submission to or rejection of such conduct by an individual is used as a basis for employment or academic decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile or offensive working, academic or campus environment.

Any behavior deemed to be sexual harassment by a member of the staff or faculty may be reported directly to the aggrieved party's supervisor (immediate or higher); a student shall report to the Dean of Student Life or to the Assistant Dean of Student Life. (Hereafter, the individual who receives the information from the complainant will be referred to as the facilitator.) After consultation with the facilitator, the matter of alleged harassment may be pursued further following the sequence outlined below. However, upon the request of the complainant, this process may be terminated at any step, whereupon all documentation would be destroyed. A fair process shall be observed in which the rights of both the complainant and the accused are respected. The investigation of the complaint will proceed as follows:

1. To encourage that the issue be resolved informally, a meeting of the facilitator, the complainant, the complainant's advocate (if so desired by the complainant), the accused and the accused's advocate (if so desired) shall be called by the facilitator who shall encourage open discussion, in which both parties involved in the complaint may hear a description of the situation from the other's point of view in an effort to resolve the complaint. This meeting shall remain confidential without documentation and is an option to the complainant initiating a formal complaint..

2. Should the complaint not be resolved informally, the complainant may formalize the complaint; a written and signed complaint should be filed with the appropriate official within one (1) calendar year as follows:

a. If the accused is a student, a "Report of Suspected Student Misconduct" shall be filed with the Dean of Student Life, who shall, in turn, refer the case to the Judicial Referral Board for review. The Judicial Referral Board, responsible for the referral of cases of alleged

student misconduct, will refer the complaint to the Conduct Review Subcommittee. Appeals to the Conduct Review Subcommittee are referred to the President of the College.

b. If the accused is a faculty member, the complaint shall be filed with the Provost and Dean of the College who shall forward the complaint to the Personnel Committee, which shall make a recommendation for action to the Provost. Decisions of the Provost may be appealed to the President of the College.

c. If the accused is a staff member, then a complaint shall be filed with his or her immediate (or higher) supervisor, who shall refer the complaint to the Vice President for Finance and Administration. Appeals to decisions of the supervisor and Vice President for Finance and Administration should be made to the President of the College.

d. If the accused is a member of the senior administration, then the complaint shall be filed with the President of the College. If the complaint is against the President, it shall be filed with the Provost. Any such complaints shall be referred to the Chairman of the Board.

3. When a violation of College regulations and policies has occurred, action through the investigative process may be the best remedy. Therefore, action may include, but is not limited to, the following: no action taken, a warning, documentation in the individual's permanent personnel record, or dismissal of the student or employee. All paperwork associated with investigation of the complaint shall be destroyed after a period of six months unless there is a judgment of guilty. In such cases, records relating to the case shall be maintained in a confidential file in the Office of the President.

4. The institution will make every effort to ensure any complainant, or accused, is protected from any actions of harassment or abuse during the investigative and hearing processes outlined above. If such action does occur, it should be reported to the appropriate official as indicated previously.

Unless specifically addressed in this document, this policy does not supersede any existing provisions of the Faculty Handbook or administrative policies of Centenary College.

*Harassment on the basis of sex is a violation of Section 703 or Title VII of the Civil Rights Act of 1964.

APPENDIX J

A brief summary of the duties of various senior administrative officers of the College follows. This presentation is a summary of the duties of each officer and should by no means be considered a complete statement of the duties of each officer of the College. Each officer of the College performs other related duties incidental to the work described herein.

President of the College

Job Summary:

The President serves as the Chief Executive Officer of the College reporting to the Board of Trustees and is responsible for the academic, administrative, and fiscal affairs of the College.

Essential Functions:

Work closely with the leaders of administrative and educational divisions of the College, exercising such supervision and direction to promote their effectiveness.

Preside over meetings of the Faculty, or authorize another to be the presiding officer.

Serve as the official channel of communication between the Faculty, Administration, Students and the Board of Trustees and as the official spokesperson for the College

Provide leadership for a comprehensive strategic planning process that emphasizes the educational aims of the College.

Present an annual report to the Board of Trustees on the work and condition of the College and prepare recommendations for the consideration of the Board of Trustees.

Direct the execution of all diplomas for degrees of the College.

Sustain a strong affiliation with the United Methodist Church and represent the College at the Annual Conference of the United Methodist Church.

Supervise the recruitment and selection of the faculty and administrative officers of the College.

Direct the implementation of policies established by the Board of Trustees.

Perform such other duties and functions as the Board of Trustees or the Executive Committee may from time to time assign.

Provost and Dean of the College

Job Summary:

The Provost and Dean of the College serves as the Chief Academic Officer of the College. In the absence of the President, the Provost serves in the place of the President.

Essential Functions:

Supervise academic departments, the Registrar's Office, the Library, Computer Services, Senior Adult Education, Service Learning, the Career Center, Intercultural Affairs, the Meadows Museum, Marjorie Lyons Playhouse, and the Faculty Secretary.

Maintain standards with respect to appointments, curriculum, teaching, and accreditation criteria.

Develop new programs and new faculty positions.

Oversee and coordinate searches for various faculty and staff positions.

Coordinate and support faculty development.

Adjudicate and develop effective responses to student, faculty, staff and parental complaints.

Administer academic, academic support, and student support budgets.

Encourage, initiate, support, and oversee proposals for extramural funding.

Serve as a member of numerous College Committees.

Oversee administration of the student honor code.

Design and administer the institutional planning process.

Oversee the reappointment, promotion, and tenure process.

Represent the President, as needed, on official occasions.

Promote and support student and faculty research.

Approve/disapprove student academic petitions.

Vice President for Finance and Administration

Job Summary:

The Vice President for Finance and Administration serves as the Chief Financial Officer of the College. The Vice President exercises management and administrative direction over designated College financial and operational programs to include planning, development, implementation, and coordination of business and financial programs, policies, and procedures.

Essential Functions:

Formulates current and long range financial plans, forecasts and analyses for presentation to the President and Board of Trustees; provides assistance and advice to the President on financial and business matters, controls, surveys, schedules, and studies.

Signs checks for all funds of the College; serves as liaison with legal counsel on most non-academic matters and lawsuits and serves as interface with the Board of Trustees Business Affairs Committee.

Directs, coordinates, and administers the actives of campus dinning, the Bookstore, summer non-academic programs, Facilities Management, Campus Security, the Post Office, Property Management, Financial Affairs, Risk Management, Payroll, non-academic personnel, and special projects.

Provides administrative direction to supportive management personnel and monitors the scope of activities to insure compliance with internal and external obligations.

Negotiates major contracts with regard to services, lease of property or facilities, and the sale or purchase of real estate.

Directs the preparation of major financial reports and analyses reflecting progress, adverse trends and recommendations or conclusions.

Plans and conducts conferences with management staff to ensure compliance with established procedures and directives.

Directs a variety of personnel actions to include, but not restricted to, hiring, merit recommendations, performance appraisals, promotions, transfers, vacation schedules, dismissals, and policy interpretations.

Vice President for Development

Job Summary:

The Vice President for Development serves as the Chief Development and Public Relations Officer of the College. A secretary as well as the Directors of Alumni Relations, Annual

Giving, Church Relations, Corporate and Foundation Relations, and Public Relations report to the Vice President for Development.

Essential Functions:

Plan, coordinate and execute programs that optimize support of the College including the development and oversight of comprehensive programs in the following areas:

Annual giving from alumni, parents, friends and corporations
Church relations
Corporate and foundation relations
Planned giving
Prospect research
Public relations
Special giving.

Plan, coordinate and execute a comprehensive fund-raising campaign:

Complete prospect screening and rating
Complete an inventory of institutional needs and costs
Develop a campaign case statement and feasibility study
Develop solicitation strategies
Coordinate prospect solicitations.

Work closely with other executive officers, Trustees, faculty, staff, students and friends to advance the interests of the College.

Complete other tasks assigned by the President.

Dean of Enrollment Management

Job Summary:

The Dean of Enrollment Management serves as the Chief Enrollment Officer of the College. Areas reporting to the Dean of Enrollment Management include Admissions, Financial Aid, and Student Life. The Dean of Enrollment Management plays a role in implementing the College's commitment to a focused and integrated process of student recruitment and support from within the College.

Essential Functions:

Develop an admissions and financial aid model for the purposes of planning and budgeting.

Coordinate the overall recruitment plan.

Be responsible for all aspects of admissions.

Administer the admissions standards approved by the Faculty of the College.

Coordinate interaction between the Admissions and Financial Aid offices.

Administer research activities associated with recruitment and retention.

Oversee the development and execution of the responsibilities of the Student Life staff.

Work closely with the Dean of Students to evaluate and improve the retention of students.

Oversee other issues that the Enrollment Management Committee deems necessary.

Dean of Student Life

Job Summary:

The Dean of Student Life directs student activity programs including: the resident halls, student health services, and counseling services.

Essential Functions:

Directs and coordinates non-academic services and programs for students.

Oversees the operations of various student activity programs including, but not limited to, intramurals, Greek organizations, orientation, and the Student Government Association.

Counsels students regarding problems and concerns related to personal development, conduct, and social activities.

Implements and enforces College policies on student conduct and discipline.

Prepares budgetary recommendations and monitors the expenditure of budgeted funds for the units directed.

Directs the personnel activities of staff to include hiring, evaluating, training, promoting, and transferring.

Develops reports and analysis documenting adverse trends and recommends responses to these trends.

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